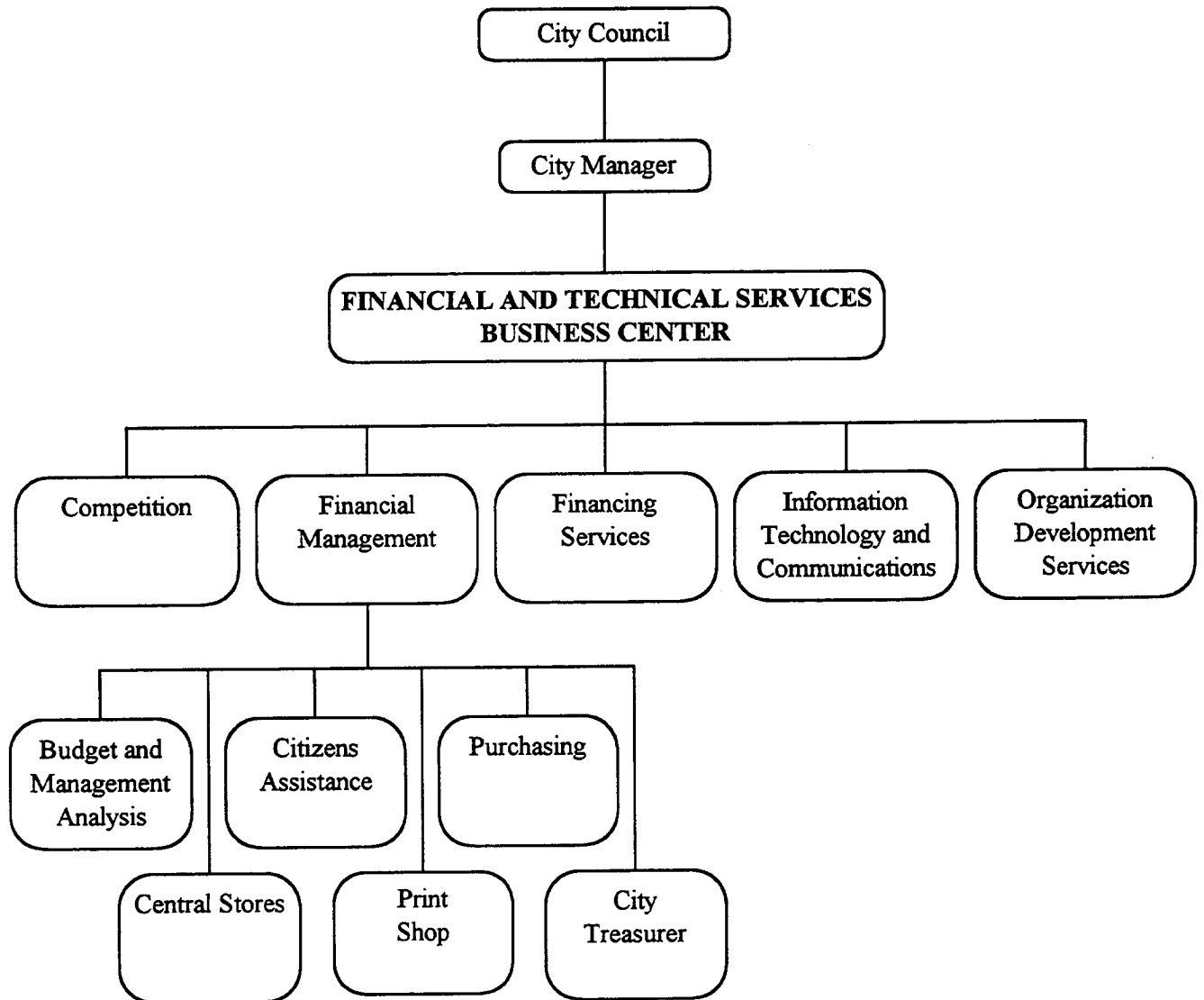


FINANCIAL AND TECHNICAL SERVICES BUSINESS CENTER



Financial and Technical Services Business Center

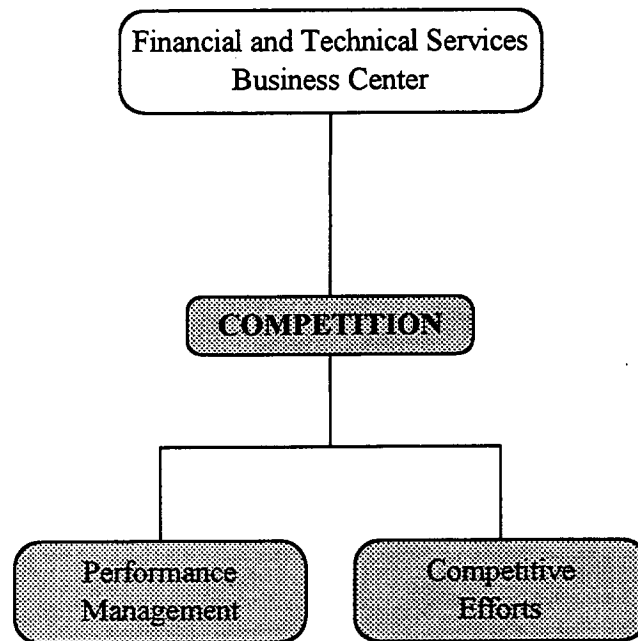
BUDGET SUMMARY

| | FINAL 1996-97 ----- | PROPOSED 1997-98 ----- |
|--|---------------------------|------------------------------|
| BUSINESS CENTER STAFFING | | |
| GENERAL FUND | | |
| FINANCIAL MANAGEMENT | 108.08 | 116.69 |
| FINANCING SERVICES | 16.12 | 15.96 |
| INFORMATION TECH & COMM | 58.17 | 58.01 |
| ORGANIZATION EFFECTIVENESS PROGRAM | 7.50 | 6.94 |
| THE CENTRE FOR ORGANIZATION EFFECTIVENESS ENTERPRISE FUND | | |
| THE CENTRE FOR ORGANIZATION EFFECTIVENESS | 2.06 | 2.00 |
| COMPETITION PROGRAM FUND | | |
| COMPETITION PROGRAM | 10.58 | 10.54 |
| CENTRAL STORES INTERNAL SERVICE FUND | | |
| CENTRAL STORES | 26.62 | 26.76 |
| PRINT SHOP INTERNAL SERVICE FUND | | |
| PRINT SHOP | 36.38 | 36.37 |
| INFORMATION TECH INTERNAL SERVICE FUND | | |
| INFORMATION TECHNOLOGY | 10.58 | 13.04 |
| SPECIAL ASSESSMENTS FUND | | |
| SPECIAL DISTRICTS ADMINISTRATION | 9.06 | 9.14 |
| SPECIAL TRAINING INTERNAL SERVICE FUND | | |
| SPECIAL TRAINING | 5.60 | 5.54 |
| | ----- | ----- |
| TOTAL STAFFING | 290.75 | 300.99 |

Financial and Technical Services Business Center

| | FINAL 1996-97 ----- | PROPOSED 1997-98 ----- |
|--|---------------------------|------------------------------|
| BUSINESS CENTER EXPENDITURES | | |
| GENERAL FUND | | |
| FINANCIAL MANAGEMENT | \$ 8,025,996 | \$ 8,743,093 |
| FINANCING SERVICES | 1,135,674 | 1,190,941 |
| INFORMATION TECH & COMM | 3,926,500 | 4,147,691 |
| ORGANIZATION EFFECTIVENESS | 534,739 | 526,415 |
| THE CENTRE FOR ORGANIZATION EFFECTIVENESS ENTERPRISE FUND | | |
| THE CENTRE FOR ORGANIZATION EFFECTIVENESS | \$ 370,884 | \$ 463,605 |
| COMPETITION PROGRAM FUND | | |
| COMPETITION PROGRAM | \$ 747,591 | \$ 775,959 |
| CENTRAL STORES REVOLVING FUND | | |
| CENTRAL STORES | \$ 14,847,244 | \$ 14,991,523 |
| PRINT SHOP REVOLVING FUND | | |
| PRINT SHOP | \$ 3,883,364 | \$ 4,005,053 |
| INFORMATION TECH INTERNAL SERVICE FUND | | |
| INFORMATION TECHNOLOGY | \$ 741,139 | \$ 1,355,023 |
| SPECIAL ASSESSMENTS FUND | | |
| SPECIAL DISTRICTS ADMINISTRATION | \$ 614,360 | \$ 613,278 |
| SPECIAL TRAINING INTERNAL SERVICE FUND | | |
| SPECIAL TRAINING | \$ 676,281 | \$ 682,766 |
| TOTAL EXPENDITURES | \$ 35,503,772 | \$ 37,495,347 |

Competition



MISSION STATEMENT

To provide City services and programs competitively, and to ensure that taxpayer monies are spent in the most efficient and effective manner.

Competition Program

Competition Program Fund

Fund: 50065

Dept: 089

BUDGET SUMMARY

| | CURRENT 1996-97 | PROPOSED 1997-98 |
|---|----------------------------|-----------------------------|
| | ----- | ----- |
| DEPARTMENT STAFFING | | |
| PERFORMANCE MANAGEMENT | .60 | .60 |
| COMPETITIVE EFFORTS | 9.98 | 9.94 |
| | ----- | ----- |
| TOTAL | 10.58 | 10.54 |
| DEPARTMENT EXPENDITURES | | |
| PERFORMANCE MANAGEMENT | \$ 77,350 | \$ 77,486 |
| COMPETITIVE EFFORTS | 670,241 | 698,473 |
| | ----- | ----- |
| TOTAL | \$ 747,591 | \$ 775,959 |
| DEPARTMENT EXPENDITURES BY CLASS | | |
| PERSONNEL EXPENSE | \$ 659,413 | \$ 688,484 |
| NON-PERSONNEL EXPENSE | 88,178 | 87,475 |
| | ----- | ----- |
| TOTAL | \$ 747,591 | \$ 775,959 |

Competition Program

Fund: 50065

Competition Program Fund

Dept: 089

SUMMARY OF MAJOR BUDGET CHANGES

| | <u>POSITIONS</u> | | <u>COST</u> |
|------------------------------------|------------------|------|-------------|
| Personnel expense adjustments | -0- | + \$ | 33,000 * |
| Business Center Manager allocation | - .04 | - \$ | 4,000 |

* Adjustments to reflect the annualization of the FY 1997 salary increase, FY 1998 negotiated salary increases, average salaries, and fringe benefits.

Competition Program

Fund: 50065

Competition Program Fund

Dept: 089

DEPARTMENT SUMMARY

Performance Management

This program includes the Citywide Surveys, Performance Measures, and Benchmarking components. Citywide Surveys seeks input from citizens on which services they would like provided by the City and their satisfaction with current City services. These recommendations are then incorporated into operational efficiencies. Performance Measures and Benchmarking enable the City to measure the level and cost at which services are provided and, in turn, facilitate effective management of resources.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|---|--------------------------|--------------------------|
| Performance Measure To ensure the City of San Diego's complete transition to a Performance Based Budgeting format by Fiscal Year 1999 by refining 75% of departmental Performance Based Budgets. | | 75% |
| To solicit feedback on services offered by the City of San Diego by developing and administering the annual Citywide survey to a representative sampling of 600 citizens of San Diego. | | 600 residents surveyed |
| Resource Allocation | \$77,350 .60 position | \$77,486 .60 position |

Competition Program

Fund: 50065

Competition Program Fund

Dept: 089

DEPARTMENT SUMMARY

Competitive Efforts

This program consists of three sections: Operation Assessment and Re-engineering, Service Provider Selection Process, and Citywide Implementation of Competitive Practices. The purpose of these activities is to ensure provision of the most efficient and effective City services and programs through competition. Operation Assessment and Re-engineering and Service Provider Selection Process are facilitated by the Competition Team which, after involving employees from designated projects in a period of service assessment and improvement, assists in the comparison of the cost and quality of City programs with alternative service providers. This leads to a determination of the most efficient and effective service provider. Citywide Implementation of Competitive Practices involves internal and external public relations, and strives to incorporate the operational assessment and comparison practices into all work sections of the City.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|---|-----------------------------|-----------------------------|
| Performance Measure To facilitate use of the most efficient and effective service provider for designated projects and programs at an accumulated cost of less than 1/3 of the accumulated savings achieved by Fiscal Year 2000. | | 33% |
| Resource Allocation | \$670,241 9.98 positions | \$698,473 9.94 positions |

Competition Program

Competition Program Fund

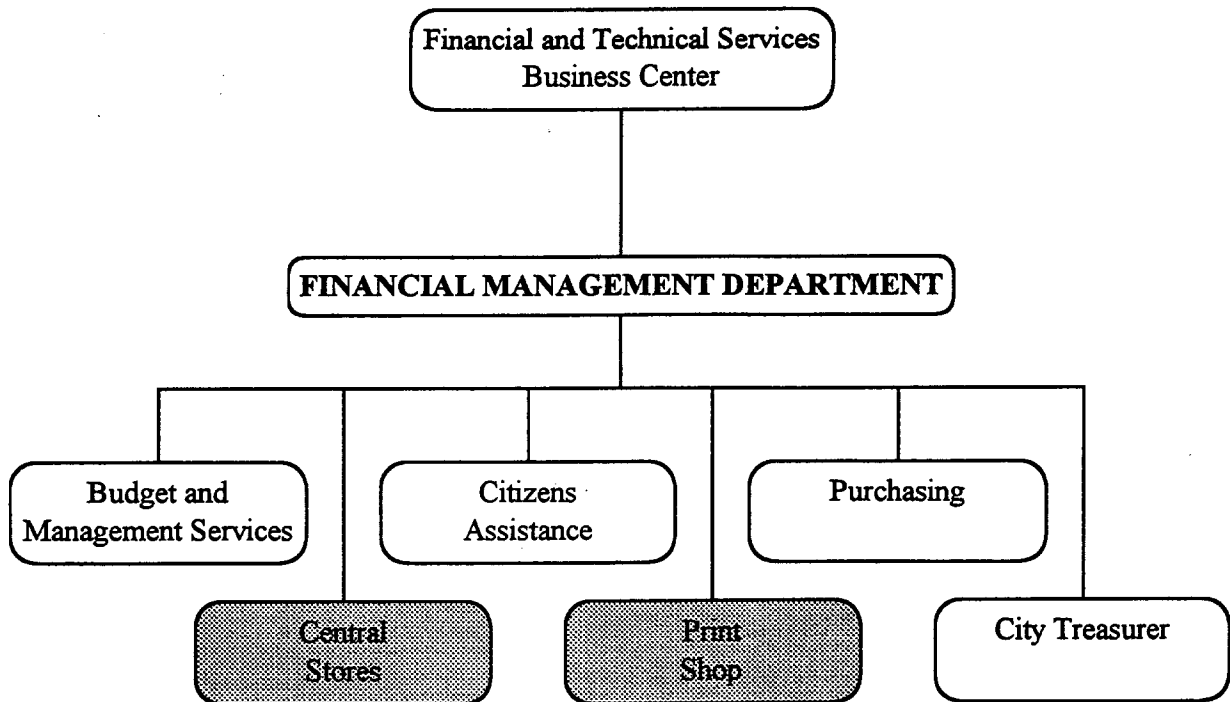
Fund: 50065

Dept: 089

POSITION AND SALARY SCHEDULE

| CLASS NUMBER | POSITION TITLE | POSITION YEARS CURRENT | PROPOSED | SALARIES AND WAGES PROPOSED |
|-------------------------------|-----------------------|---------------------------|----------|--------------------------------|
| 089200 PERFORMANCE MANAGEMENT | | | | |
| U/C | MGMT ASST TO CITY MGR | .10 | .10 | 6,940 |
| 1615 | ORG EFFECT SUPV | .50 | .50 | 28,970 |
| | 089200 TOTAL | .60 | .60 | 35,910 |
| 089205 COMPETITIVE EFFORTS | | | | |
| U/C | BUSINESS CENTER MGR | .04 | .02 | 2,232 |
| U/C | MGMT ASST TO CITY MGR | .90 | .90 | 62,460 |
| 1182 | ADMIN SERVICES MGR | 1.00 | 1.00 | 67,694 |
| 1615 | ORG EFFECT SUPV | .50 | .50 | 28,970 |
| 1106 | SR MGMT ANALYST | | 1.00 | 52,221 |
| 1100 | ACCOUNTANT III | 1.00 | 1.00 | 51,975 |
| 1614 | ORG EFFECT SPEC II | 1.00 | 1.00 | 47,017 |
| 1218 | ASSOC MGMT ANALYST | 4.50 | 3.50 | 163,800 |
| 1876 | EXECUTIVE SECRETARY | .04 | .02 | 747 |
| 1535 | CLERICAL ASST II | 1.00 | 1.00 | 25,879 |
| | 089205 TOTAL | 9.98 | 9.94 | 502,995 |
| | 089 TOTAL BUDGET | 10.58 | 10.54 | 538,905 |

Financial Management



MISSION STATEMENT

To provide professional support to City management for making fiscal and organizational decisions necessary to plan and implement the optimum use of City resources. This support is achieved through a competent, dedicated, and creative team of professionals who have the vision to develop innovative courses of action which are future-oriented and responsive to the needs of management.

Financial Management

BUDGET SUMMARY

| | CURRENT 1996-97 | PROPOSED 1997-98 |
|---|--------------------|---------------------|
| | ----- | ----- |
| DEPARTMENT STAFFING | | |
| GENERAL FUND | | |
| BUDGET AND MANAGEMENT SERVICES | 24.68 | 24.39 |
| CITIZENS ASSISTANCE | 5.04 | 5.07 |
| PURCHASING | 23.12 | 23.30 |
| TREASURER | 55.24 | 63.93 |
| | ----- | ----- |
| TOTAL | 108.08 | 116.69 |
| CENTRAL STORES INTERNAL SERVICE FUND | | |
| CENTRAL STORES | 26.62 | 26.76 |
| | ----- | ----- |
| TOTAL | 26.62 | 26.76 |
| PRINT SHOP INTERNAL SERVICE FUND | | |
| PRINT SHOP | 36.38 | 36.37 |
| | ----- | ----- |
| TOTAL | 36.38 | 36.37 |
| DEPARTMENT EXPENDITURES | | |
| GENERAL FUND | | |
| BUDGET AND MANAGEMENT SERVICES | \$ 1,886,386 | \$ 1,948,743 |
| CITIZENS ASSISTANCE | 349,783 | 340,836 |
| PURCHASING | 1,241,309 | 1,334,716 |
| TREASURER | 4,548,518 | 5,118,798 |
| | ----- | ----- |
| TOTAL | \$ 8,025,996 | \$ 8,743,093 |
| CENTRAL STORES INTERNAL SERVICE FUND | | |
| CENTRAL STORES | \$ 14,847,244 | \$ 14,991,523 |
| | ----- | ----- |
| TOTAL | \$ 14,847,244 | \$ 14,991,523 |
| PRINT SHOP INTERNAL SERVICE FUND | | |
| PRINT SHOP | \$ 3,883,364 | \$ 4,005,053 |
| | ----- | ----- |
| TOTAL | \$ 3,883,364 | \$ 4,005,053 |

Financial Management

| | CURRENT 1996-97 | PROPOSED 1997-98 |
|---|----------------------------|-----------------------------|
| | ----- | ----- |
| DEPARTMENT EXPENDITURES BY CLASS | | |
| GENERAL FUND | | |
| PERSONNEL EXPENSE | \$ 5,185,350 | \$ 5,870,404 |
| NON-PERSONNEL EXPENSE | 2,840,646 | 2,872,689 |
| | ----- | ----- |
| TOTAL | \$ 8,025,996 | \$ 8,743,093 |
| CENTRAL STORES INTERNAL SERVICE FUND | | |
| PERSONNEL EXPENSE | \$ 964,326 | \$ 1,028,365 |
| NON-PERSONNEL EXPENSE | 13,882,918 | 13,963,158 |
| | ----- | ----- |
| TOTAL | \$ 14,847,244 | \$ 14,991,523 |
| PRINT SHOP INTERNAL SERVICE FUND | | |
| PERSONNEL EXPENSE | \$ 1,529,207 | \$ 1,613,027 |
| NON-PERSONNEL EXPENSE | 2,354,157 | 2,392,026 |
| | ----- | ----- |
| TOTAL | \$ 3,883,364 | \$ 4,005,053 |

Financial Management - Budget and Management Services

Fund: 100

General Fund

Div: 055

DIVISION MISSION STATEMENT

To analyze proposed uses of the City's fiscal resources; administer the preparation and execution of the budget; perform revenue forecasting and tracking; and research, develop, and correlate information to aid the City Council in making policy decisions; monitor expenditures and performance; coordinate preparation of the Capital Improvements Program budget; and respond to City Council and City Manager requests for information.

BUDGET SUMMARY

| | CURRENT 1996-97 | PROPOSED 1997-98 |
|----------------------------|--------------------|---------------------|
| | ----- | ----- |
| DIVISION STAFFING | | |
| BUDGET/MGMT SVC OPERATIONS | 5.27 | 5.27 |
| BUDGET PROCESS | 4.58 | 4.58 |
| BUDGET PUBLICATIONS | 3.81 | 3.81 |
| MANAGEMENT | 1.18 | .89 |
| BUDGET SYSTEM | 2.04 | 2.04 |
| REVENUE BUDGETING | 2.32 | 2.32 |
| DEPARTMENT LIAISON | 4.00 | 4.00 |
| PROJECTS | 1.48 | 1.48 |
| | ----- | ----- |
| TOTAL | 24.68 | 24.39 |

DIVISION EXPENDITURES

| | | |
|----------------------------|--------------|--------------|
| BUDGET/MGMT SVC OPERATIONS | \$ 348,332 | \$ 366,407 |
| BUDGET PROCESS | 336,295 | 353,559 |
| BUDGET PUBLICATIONS | 299,594 | 312,968 |
| MANAGEMENT | 134,172 | 108,986 |
| BUDGET SYSTEM | 164,123 | 171,966 |
| REVENUE BUDGETING | 190,579 | 199,627 |
| DEPARTMENT LIAISON | 320,787 | 338,264 |
| PROJECTS | 92,504 | 96,966 |
| | ----- | ----- |
| TOTAL | \$ 1,886,386 | \$ 1,948,743 |

DIVISION EXPENDITURES BY CLASS

| | | |
|-----------------------|--------------|--------------|
| PERSONNEL EXPENSE | \$ 1,460,789 | \$ 1,522,026 |
| NON-PERSONNEL EXPENSE | 425,597 | 426,717 |
| | ----- | ----- |
| TOTAL | \$ 1,886,386 | \$ 1,948,743 |

Financial Management - Budget and Management Services

Fund: 100

General Fund

Div: 055

SUMMARY OF MAJOR BUDGET CHANGES

| | POSITIONS | | COST | |
|--|-----------|-----|------|-----------|
| | | | | |
| Personnel expense adjustments | -0- | + | \$ | 102,000 * |
| Business Center Manager allocation | + | .36 | + | \$ 39,000 |
| Supplies and services | -0- | + | \$ | 4,000 |
| Automated support | -0- | + | \$ | 1,000 |
| Utility rate adjustment | -0- | + | \$ | 1,000 |
| Financial Management Director allocation | - | .65 | - | \$ 84,000 |

* Adjustments to reflect the annualization of the FY 1997 salary increase, FY 1998 negotiated salary increases, average salaries, and fringe benefits.

Financial Management - Budget and Management Services

Fund: 100

General Fund

Div: 055

DIVISION SUMMARY

Key Performance Measures

- To project major Citywide revenues to within 3% of actual receipts.
- To process 100% of Requests for Council Action, Requests for City Manager Action (including PA-700), and Requests for Budget Adjustment within three working days of receipt.

Budget and Management Services Operations

This program provides administrative and centralized services to the Budget and Management Services Division including personnel administration, payroll processing, reception, mail processing, word processing, purchasing, general clerical duties, management information system administration, and budget preparation and monitoring.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|--|-----------------------------|-----------------------------|
| Performance Measure To maintain an employee satisfaction level of 80% for personnel administration, internal service activities, information management, and budget preparation and monitoring. | | 80% |
| Resource Allocation | \$348,332 5.27 positions | \$366,407 5.27 positions |

Financial Management - Budget and Management Services

Fund: 100

General Fund

Div: 055

DIVISION SUMMARY

Budget Process

This program plans and administers the process of developing the annual and multi-year budgets throughout the City including the budget calendar, the Budget Call Letter, decision-making meetings, community budget forums, budget hearings and workshops, and the Budget Change Letter. This program also participates in the development of the annual Appropriation Ordinance and Fourth Quarter Transfer.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|--|-----------------------------|-----------------------------|
| Performance Measure To maintain a 90% satisfaction level from the City Manager and Business Center Managers for the budget calendar, Budget Call Letter, community budget forums, budget bowl, executive team meetings, the Appropriation Ordinance, the Capital Improvements Program budget, the Transient Occupancy Tax budget, the Fourth Quarter Transfer, budget hearings and workshops, and the Budget Change Letter. | | 90% |
| Resource Allocation | \$336,295 4.58 positions | \$353,559 4.58 positions |

Budget Publications

This program plans, coordinates, and publishes the Proposed and Final Budgets including the Budget Preparation Manual, Policy/Citizens Budget, Operating Budget, Capital Improvements Program Budget, and the Performance Based Budget Annual Report.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|---|-----------------------------|-----------------------------|
| Performance Measure To maintain a 90% satisfaction level from the users of the budget document while earning national recognition from the Government Finance Officers Association and the California Society of Municipal Finance Officers. | | 90% |
| Resource Allocation | \$299,594 3.81 positions | \$312,968 3.81 positions |

Financial Management - Budget and Management Services

Fund: 100

General Fund

Div: 055

DIVISION SUMMARY

Management

This program provides direction and management for the Financial Management Department which includes Budget and Management Services, Central Stores, Citizens Assistance, Print Shop, Purchasing, and City Treasurer.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|---|-----------------------------|---------------------------|
| Performance Measure To meet 100% of the performance and key measures of the Financial Management Department. | | 100% |
| Resource Allocation | \$134,172 1.18 positions | \$108,986 .89 position |

Budget System

This program prepares, maintains, and operates the City's budget preparation computer system including pre-submission system preparation, the nine stages of budget submission, change order processing, and system programming and maintenance.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|--|-----------------------------|-----------------------------|
| Performance Measure To maintain a 60% customer satisfaction level with the mainframe budget preparation system. | | 60% |
| Resource Allocation | \$164,123 2.04 positions | \$171,966 2.04 positions |

Financial Management - Budget and Management Services

Fund: 100

General Fund

Div: 055

DIVISION SUMMARY

Revenue Budgeting

This program forecasts and tracks revenues on a Citywide basis including the layout and analysis of Revenue and Expenditure Trend Analyses (RETAs).

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|---|-----------------------------|-----------------------------|
| Performance Measure To maintain a 90% customer satisfaction rating from the City Manager and Business Center Managers for revenue forecasting, base revenue budget submissions, and RETAs. | | 90% |
| Resource Allocation | \$190,579 2.32 positions | \$199,627 2.32 positions |

Department Liaison

This program assists departments in submitting and monitoring their budgets including performance based budget structure, operations, capital improvement projects, revenue, Revenue and Expenditure Trend Analyses (RETAs), publications and decision-making meetings. This program also processes Council Action Requests, City Manager Action Requests, budget and fund transfers, and responds to department questions and requests.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|---|-----------------------------|-----------------------------|
| Performance Measure To improve departmental customer satisfaction by 10% over the prior fiscal year. | | 10% increase |
| Resource Allocation | \$320,787 4.00 positions | \$338,264 4.00 positions |

Financial Management - Budget and Management Services

Fund: 100

General Fund

Div: 055

DIVISION SUMMARY

Projects

This program provides research and analytical support for special projects and response to requests from the City Council, City Manager, and departmental management that are not directly related to the budget process.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|--|----------------------------|----------------------------|
| Performance Measure To complete special assignments, studies, and requests within the original deadlines 75% of the time. | | 75% |
| Resource Allocation | \$92,504 1.48 positions | \$96,966 1.48 positions |

Financial Management - Budget and Management Services

Fund: 100

General Fund

Div: 055

POSITION AND SALARY SCHEDULE

| CLASS NUMBER | POSITION TITLE | POSITION YEARS CURRENT | PROPOSED | SALARIES AND WAGES PROPOSED |
|-----------------------------------|----------------------|---------------------------|----------|--------------------------------|
| ----- | | | | |
| 055200 BUDGET/MGMT SVC OPERATIONS | | | | |
| U/C | DEPUTY DIRECTOR | .20 | .20 | 14,956 |
| 1917 | SUPV MGMT ANALYST | .53 | .53 | 31,143 |
| 1106 | SR MGMT ANALYST | .90 | 1.08 | 56,400 |
| 1218 | ASSOC MGMT ANALYST | 1.62 | 1.44 | 67,392 |
| 1107 | ADMIN AIDE II | .19 | .19 | 7,014 |
| 1879 | SENIOR CLERK/TYPIST | .19 | .19 | 5,993 |
| 1237 | PAYROLL SPEC I | 1.00 | 1.00 | 27,621 |
| 1746 | WORD PROCESSING OPER | .64 | .64 | 17,624 |
| | 055200 TOTAL | 5.27 | 5.27 | 228,143 |
| 055210 BUDGET PROCESS | | | | |
| U/C | DEPUTY DIRECTOR | .21 | .21 | 15,698 |
| 1917 | SUPV MGMT ANALYST | .56 | .56 | 32,906 |
| 1106 | SR MGMT ANALYST | 1.00 | 1.19 | 62,142 |
| 1218 | ASSOC MGMT ANALYST | 1.75 | 1.56 | 73,008 |
| 1107 | ADMIN AIDE II | .22 | .22 | 8,118 |
| 1879 | SENIOR CLERK/TYPIST | .24 | .24 | 7,572 |
| 1746 | WORD PROCESSING OPER | .60 | .60 | 16,524 |
| | 055210 TOTAL | 4.58 | 4.58 | 215,968 |
| 055220 BUDGET PUBLICATIONS | | | | |
| U/C | DEPUTY DIRECTOR | .15 | .15 | 11,217 |
| 1917 | SUPV MGMT ANALYST | .48 | .48 | 28,203 |
| 1106 | SR MGMT ANALYST | .80 | .96 | 50,133 |
| 1218 | ASSOC MGMT ANALYST | 1.45 | 1.29 | 60,372 |
| 1107 | ADMIN AIDE II | .15 | .15 | 5,538 |
| 1879 | SENIOR CLERK/TYPIST | .15 | .15 | 4,731 |
| 1746 | WORD PROCESSING OPER | .63 | .63 | 17,349 |
| | O/T BUDGETED | | | 20,653 |
| | 055220 TOTAL | 3.81 | 3.81 | 198,196 |

Financial Management - Budget and Management Services

Fund: 100

General Fund

Div: 055

POSITION AND SALARY SCHEDULE

| CLASS NUMBER | POSITION TITLE | POSITION CURRENT | YEARS PROPOSED | SALARIES AND WAGES PROPOSED |
|---------------------------|---------------------|---------------------|-------------------|--------------------------------|
| ----- | | | | |
| 055230 MANAGEMENT | | | | |
| U/C | BUSINESS CENTER MGR | .09 | .27 | 30,137 |
| U/C | FINANCIAL MGMT DIR | 1.00 | .35 | 33,250 |
| 1876 | EXECUTIVE SECRETARY | .09 | .27 | 10,090 |
| | 055230 TOTAL | 1.18 | .89 | 73,477 |
| 055240 BUDGET SYSTEM | | | | |
| U/C | DEPUTY DIRECTOR | .12 | .12 | 8,972 |
| 1917 | SUPV MGMT ANALYST | .32 | .32 | 18,804 |
| 1106 | SR MGMT ANALYST | .50 | .60 | 31,332 |
| 1218 | ASSOC MGMT ANALYST | .86 | .76 | 35,568 |
| 1107 | ADMIN AIDE II | .12 | .12 | 4,428 |
| 1879 | SENIOR CLERK/TYPIST | .12 | .12 | 3,784 |
| | 055240 TOTAL | 2.04 | 2.04 | 102,888 |
| 055245 REVENUE BUDGETING | | | | |
| U/C | DEPUTY DIRECTOR | .12 | .12 | 8,972 |
| 1917 | SUPV MGMT ANALYST | .36 | .36 | 21,152 |
| 1106 | SR MGMT ANALYST | .62 | .72 | 37,600 |
| 1218 | ASSOC MGMT ANALYST | 1.08 | .96 | 44,928 |
| 1107 | ADMIN AIDE II | .12 | .12 | 4,428 |
| 1879 | SENIOR CLERK/TYPIST | .04 | .04 | 1,261 |
| | 055245 TOTAL | 2.32 | 2.32 | 118,341 |
| 055250 DEPARTMENT LIAISON | | | | |
| U/C | DEPUTY DIRECTOR | .20 | .20 | 14,954 |
| 1917 | SUPV MGMT ANALYST | .60 | .60 | 35,254 |
| 1106 | SR MGMT ANALYST | 1.00 | 1.20 | 62,666 |
| 1218 | ASSOC MGMT ANALYST | 1.80 | 1.60 | 74,880 |
| 1107 | ADMIN AIDE II | .20 | .20 | 7,382 |
| 1879 | SENIOR CLERK/TYPIST | .20 | .20 | 6,310 |
| | 055250 TOTAL | 4.00 | 4.00 | 201,446 |

Financial Management - Budget and Management Services

Fund: 100

General Fund

Div: 055

POSITION AND SALARY SCHEDULE

| CLASS NUMBER | POSITION TITLE | POSITION YEARS CURRENT | PROPOSED | SALARIES AND WAGES PROPOSED |
|-----------------|----------------------|---------------------------|----------|--------------------------------|
| ----- | | | | |
| 055255 PROJECTS | | | | |
| 1917 | SUPV MGMT ANALYST | .15 | .15 | 8,814 |
| 1106 | SR MGMT ANALYST | .20 | .25 | 13,055 |
| 1218 | ASSOC MGMT ANALYST | .44 | .39 | 18,252 |
| 1879 | SENIOR CLERK/TYPIST | .06 | .06 | 1,893 |
| 1746 | WORD PROCESSING OPER | .63 | .63 | 17,349 |
| | 055255 TOTAL | 1.48 | 1.48 | 59,363 |
| | 055 TOTAL BUDGET | 24.68 | 24.39 | 1,947,822 |

Financial Management - Central Stores

Fund: 50010

Central Stores Internal Service Fund

Div: 810

DIVISION MISSION STATEMENT

To meet the needs of customer departments by purchasing and maintaining adequate inventories of required supplies and materials, including office supplies; to provide inventory control and accounting for all Central Stores Internal Service Fund materials; to provide delivery service among the storerooms and City departments; and to conduct auctions and bid sales to dispose of City-owned surplus equipment and scrap materials.

BUDGET SUMMARY

| | CURRENT 1996-97 | PROPOSED 1997-98 |
|---------------------------------------|--------------------|---------------------|
| | ----- | ----- |
| DIVISION STAFFING | | |
| STOREROOM OPERATIONS | 14.50 | 14.50 |
| STORES ACCOUNTING | 5.00 | 5.00 |
| ADMINISTRATION/GENERAL EXPENSE | .12 | .26 |
| MAILROOM OPERATIONS | 7.00 | 7.00 |
| | ----- | ----- |
| TOTAL | 26.62 | 26.76 |
| DIVISION EXPENDITURES | | |
| STOREROOM OPERATIONS | \$ 625,643 | \$ 711,782 |
| INVENTORY PURCHASES | 13,589,000 | 13,591,603 |
| STORES ACCOUNTING | 300,119 | 326,491 |
| ADMINISTRATION/GENERAL EXPENSE | 85,379 | 104,819 |
| MAILROOM OPERATIONS | 247,103 | 256,828 |
| | ----- | ----- |
| TOTAL | \$ 14,847,244 | \$ 14,991,523 |
| DIVISION EXPENDITURES BY CLASS | | |
| PERSONNEL EXPENSE | \$ 964,326 | \$ 1,028,365 |
| NON-PERSONNEL EXPENSE | 13,882,918 | 13,963,158 |
| | ----- | ----- |
| TOTAL | \$ 14,847,244 | \$ 14,991,523 |

Financial Management - Central Stores

Fund: 50010

Central Stores Internal Service Fund

Div: 810

SUMMARY OF MAJOR BUDGET CHANGES

| | POSITIONS | | COST | |
|--|-----------|------|--------|---|
| | | | | |
| Personnel expense adjustments | -0- | + \$ | 49,000 | * |
| Contractual services | -0- | + \$ | 67,000 | |
| Accounting Management Resource Information System (AMRIS) support | -0- | + \$ | 16,000 | |
| Financial Management Director allocation | + .10 | + \$ | 13,000 | |
| Business Center Manager allocation | + .04 | + \$ | 4,000 | |
| Supplies and services | -0- | + \$ | 3,000 | |
| Automated support | -0- | + \$ | 1,000 | |
| Utility rate adjustment | -0- | - \$ | 8,000 | |

* Adjustments to reflect the annualization of the FY 1997 salary increase, FY 1998 negotiated salary increases, average salaries, and fringe benefits.

Financial Management - Central Stores

Fund: 50010

Central Stores Internal Service Fund

Div: 810

DIVISION SUMMARY

Stores Operations

This section receives and distributes the required materials and supplies needed for the daily operations of City departments. It also provides a delivery service Citywide for office supplies, copier paper, and City forms.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|--|------------------------------|------------------------------|
| Performance Measure To keep an in-stock percentage rate of 97% or better at all storerooms. | | 97% |
| To provide delivery service of office supplies Citywide within 48 hours of receipt of order. | | 48 hours |
| To procure stock items through Purchasing within 20 days of receipt of requisition. | | 20 days |
| Resource Allocation | \$625,643 14.50 positions | \$711,782 14.50 positions |

Inventory Purchases

This section sets aside the funds for Central Stores annual purchases of inventory, which includes materials and supplies, postage, and various open purchase orders which are supplied to all City departments.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|--|----------------------------|-----------------------------|
| Performance Measure To manage the City's inventory investment with an inventory turnover ratio of 3.5:1 | | 3.5:1 |
| Resource Allocation | \$13,589,000 | \$13,591,603 |

Financial Management - Central Stores

Fund: 50010

Central Stores Internal Service Fund

Div: 810

DIVISION SUMMARY

Stores Accounting

This section provides inventory control and accounts payable management for all of Central Stores storerooms and provides payroll services for the Print Shop and Central Stores Division. It also provides surplus City property sales for all City departments.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|---|-----------------------------|-----------------------------|
| Performance Measure To process all Central Stores invoices within 30 days. | | 30 days |
| To earn 90% of all cash discounts made available in Citywide open accounts. | | 90% |
| To conduct a minimum of two public sales of surplus City property. | | 2 public sales |
| Resource Allocation | \$300,119 5.00 positions | \$326,491 5.00 positions |

Administration

This section administers the division's operations which include all storeroom operations, stores accounting and inventory control, and Citywide mail services. Central Stores operates as an internal service fund and recovers its operating costs by selling inventory at cost plus surcharge to customer departments.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|---|--------------------------|---------------------------|
| Performance Measure To achieve a 95% customer service satisfaction rate with Central Stores administrative services. | | 95% |
| Resource Allocation | \$85,379 .12 position | \$104,819 .26 position |

Financial Management - Central Stores

Fund: 50010

Central Stores Internal Service Fund

Div: 810

DIVISION SUMMARY

Mailroom Operations

This section provides the daily collection, sorting, and delivery of City interoffice mail for approximately 185 city mail stations and provides the daily collection, sorting, metering, and delivery of U.S. Postal Service mail.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|---|-----------------------------|-----------------------------|
| Performance Measure To deliver City interoffice mail within 24 hours of receipt 99% of the time. | | 99% |
| To process and deliver U.S. Postal Service mail within the same day of receipt 98% of the time. | | 98% |
| Resource Allocation | \$247,103 7.00 positions | \$256,828 7.00 positions |

Financial Management - Central Stores

Fund: 50010

Central Stores Internal Service Fund

Div: 810

POSITION AND SALARY SCHEDULE

| CLASS NUMBER | POSITION TITLE | POSITION YEARS CURRENT | PROPOSED | SALARIES AND WAGES PROPOSED |
|---------------------------------------|-----------------------|---------------------------|----------|--------------------------------|
| 810200 STOREROOM OPERATIONS | | | | |
| 1282 | BUYER | 1.00 | 1.00 | 38,954 |
| 1901 | STOREKEEPER III | 1.00 | 1.00 | 33,342 |
| 1902 | STOREKEEPER I | 4.00 | 4.00 | 119,968 |
| 1402 | DOC INPUT CLK | 1.00 | 1.00 | 27,458 |
| 1899 | STOCK CLERK | 6.50 | 6.50 | 171,678 |
| 1236 | AUTO MESSENGER | 1.00 | 1.00 | 22,583 |
| | O/T BUDGETED | | | 10,637 |
| | 810200 TOTAL | 14.50 | 14.50 | 424,620 |
| 810205 STORES ACCOUNTING | | | | |
| 1533 | STORES OPS SUPERVISOR | 1.00 | 1.00 | 40,098 |
| 1237 | PAYROLL SPEC I | 1.00 | 1.00 | 27,622 |
| 1104 | ACCOUNT CLERK | 2.00 | 2.00 | 55,026 |
| 1535 | CLERICAL ASST II | 1.00 | 1.00 | 25,879 |
| | O/T BUDGETED | | | 3,878 |
| | 810205 TOTAL | 5.00 | 5.00 | 152,503 |
| 810225 ADMINISTRATION/GENERAL EXPENSE | | | | |
| U/C | BUSINESS CENTER MGR | | .08 | 8,930 |
| U/C | FINANCIAL MGMT DIR | .06 | .10 | 9,500 |
| 1876 | EXECUTIVE SECRETARY | .06 | .08 | 2,990 |
| | 810225 TOTAL | .12 | .26 | 21,420 |
| 810230 MAILROOM OPERATIONS | | | | |
| 1879 | SENIOR CLERK/TYPIST | 1.00 | 1.00 | 31,546 |
| 1236 | AUTO MESSENGER | 6.00 | 6.00 | 135,498 |
| | O/T BUDGETED | | | 820 |
| | 810230 TOTAL | 7.00 | 7.00 | 167,864 |
| | 810 TOTAL BUDGET | 26.62 | 26.76 | 766,407 |

Financial Management - Citizens Assistance

Fund: 100

General Fund

Div: 082

DIVISION MISSION STATEMENT

To respond to citizen inquiries and complaints with courtesy, competence, and concern; to serve as the City ombudsman in facilitating problem solving for citizens who need City services; to refer neighbor disputes to mediation; to provide people with accurate and timely information concerning City services and services of other governmental agencies and community organizations; to prepare publications for City staff and the public; to stimulate interest in local government through City Council tours; to brief domestic and foreign official visitors on City government; and to provide excellent customer service to the Mayor and Council, other City departments, other governmental agencies, and the public.

BUDGET SUMMARY

| | CURRENT 1996-97 | PROPOSED 1997-98 |
|---------------------|--------------------|---------------------|
| | ----- | ----- |
| DIVISION STAFFING | | |
| PUBLIC INFORMATION | 3.04 | 3.07 |
| LEGISLATIVE LIAISON | 2.00 | 2.00 |
| | ----- | ----- |
| TOTAL | 5.04 | 5.07 |

DIVISION EXPENDITURES

| | | |
|---------------------|------------|------------|
| PUBLIC INFORMATION | \$ 207,009 | \$ 185,405 |
| LEGISLATIVE LIAISON | 142,774 | 155,431 |
| | ----- | ----- |
| TOTAL | \$ 349,783 | \$ 340,836 |

DIVISION EXPENDITURES BY CLASS

| | | |
|-----------------------|------------|------------|
| PERSONNEL EXPENSE | \$ 278,733 | \$ 270,902 |
| NON-PERSONNEL EXPENSE | 71,050 | 69,934 |
| | ----- | ----- |
| TOTAL | \$ 349,783 | \$ 340,836 |

Financial Management - Citizens Assistance

Fund: 100

General Fund

Div: 082

SUMMARY OF MAJOR BUDGET CHANGES

| | POSITIONS | | COST | |
|--------------------------------------|------------------|-----|-------------|----------|
| | | | | |
| Personnel expense adjustments | -0- | + | \$ | 24,000 * |
| Business Center Manager reallocation | + | .02 | + | \$ 3,000 |
| Department Director allocation | + | .01 | + | \$ 1,000 |
| Temporary help | -0- | - | \$ | 36,000 |
| Utility rate adjustment | -0- | - | \$ | 1,000 |

* Adjustments to reflect the annualization of the FY 1997 salary increase, FY 1998 negotiated salary increases, average salaries, and fringe benefits.

Financial Management - Citizens Assistance

Fund: 100

General Fund

Div: 082

DEPARTMENT SUMMARY

Key Performance Measures

- To transmit 100% of route slip responses to the appropriate legislative office within 3 working days of receipt.
- To perform 1,100 ombudsmen/briefing cases annually at a cost of \$51.00 per case.

The Citizens Assistance Program handles citizen inquiries, complaints, and service requests; administers the route slip process; and operates the City Information Center. Program staff strives to serve the public in a courteous, professional, and customer-oriented manner by creatively solving problems and facilitating the effective delivery of the City's response to health and safety concerns, unsightly nuisances, illegal activities, and many other difficulties encountered by the public.

Public Information

Public Information staff provides direct assistance to the public in response to telephone or in-person inquiries at the City Information Center concerning the full range of City services. Staff also handles citizen complaints and concerns directed to the program or the City Manager's Office. This program is responsible for preparing resource publications and news releases, providing briefings on City government, and conducting City Council meeting tours for school groups and other visitors.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|---|-----------------------------|---------------------------|
| Performance Measure To provide accurate information to citizens by responding to 85% of calls within 30 seconds. | | 85% |
| Resource Allocation | \$207,009 3.04 positions | 185,405 3.07 positions |

Financial Management - Citizens Assistance

Fund: 100

General Fund

Div: 082

DEPARTMENT SUMMARY

Legislative Liaison

The Legislative Liaison staff administers the Citywide "route slip" process for response to citizen inquiries, complaints, and service requests directed to the City's legislative officials.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|--|------------------------------|-----------------------------|
| Performance Measure To complete 85% of assigned tasks within the time frame requested by customers. | | 85% |
| Resource Allocation | \$142, 774 2.00 positions | \$155,431 2.00 positions |

Financial Management - Citizens Assistance

Fund: 100

General Fund

Div: 082

POSITION AND SALARY SCHEDULE

| CLASS NUMBER | POSITION TITLE | POSITION YEARS CURRENT | PROPOSED | SALARIES AND WAGES PROPOSED |
|----------------------------|-------------------------|---------------------------|----------|--------------------------------|
| ----- | | | | |
| 082200 PUBLIC INFORMATION | | | | |
| U/C | FINANCIAL MGMT DIR | .02 | .03 | 2,850 |
| U/C | BUSINESS CENTER MANAGER | | .02 | 2,232 |
| 1876 | EXECUTIVE SECRETARY | .02 | .02 | 747 |
| 1871 | SR PUB INFOR OFFICER | 1.00 | 1.00 | 47,180 |
| 1774 | PUBLIC INFO SPECIALIST | 2.00 | 2.00 | 57,912 |
| | O/T BUDGETED | | | 2,261 |
| | BILINGUAL PAY | | | 485 |
| | 082200 TOTAL | 3.04 | 3.07 | 113,667 |
| 082205 LEGISLATIVE LIAISON | | | | |
| U/C | MGMT ASST TO CITY MGR | 1.00 | 1.00 | 62,503 |
| 1535 | CLERICAL ASST II | 1.00 | 1.00 | 25,879 |
| | O/T BUDGETED | | | 565 |
| | BILINGUAL PAY | | | 121 |
| | TEMPORARY HELP | | | 7,763 |
| | 082205 TOTAL | 2.00 | 2.00 | 96,831 |
| | 082 TOTAL BUDGET | 5.04 | 5.07 | 210,498 |

Financial Management - Print Shop

Fund: 50020

Print Shop Internal Service Fund

Div: 815

DIVISION MISSION STATEMENT

To supervise, manage, and produce 98% of the City's printing and graphics requirements in an efficient, controlled manner, and to achieve maximum quality at the lowest possible cost.

BUDGET SUMMARY

| | CURRENT 1996-97 | PROPOSED 1997-98 |
|---------------------------------------|--------------------|---------------------|
| | ----- | ----- |
| DIVISION STAFFING | | |
| ADMINISTRATION | .88 | .87 |
| PRINTING SERVICES | 28.75 | 28.75 |
| PHOTOCOPY PROGRAM | 5.75 | 5.75 |
| PRINT SHOP SUPPORT | 1.00 | 1.00 |
| | ----- | ----- |
| TOTAL | 36.38 | 36.37 |
| DIVISION EXPENDITURES | | |
| ADMINISTRATION | \$ 98,976 | \$ 99,669 |
| PRINTING SERVICES | 2,547,584 | 2,624,342 |
| PHOTOCOPY PROGRAM | 1,170,790 | 1,238,040 |
| PRINT SHOP SUPPORT | 66,014 | 43,002 |
| | ----- | ----- |
| TOTAL | \$ 3,883,364 | \$ 4,005,053 |
| DIVISION EXPENDITURES BY CLASS | | |
| PERSONNEL EXPENSE | \$ 1,529,207 | \$ 1,613,027 |
| NON-PERSONNEL EXPENSE | 2,354,157 | 2,392,026 |
| | ----- | ----- |
| TOTAL | \$ 3,883,364 | \$ 4,005,053 |

Financial Management - Print Shop

Fund: 50020

Print Shop Internal Service Fund

Div: 815

SUMMARY OF MAJOR BUDGET CHANGES

| | POSITIONS | | COST | |
|--|------------------|-----|-------------|-----------|
| | | | | |
| Personnel expense adjustments | -0- | + | \$ | 80,000 * |
| Contractual services | -0- | + | \$ | 50,000 |
| Financial Management Director allocation | + | .15 | + | \$ 20,000 |
| Supplies and services | -0- | + | \$ | 3,000 |
| Automated support | -0- | + | \$ | 1,000 |
| Business Center Manager allocation | - | .16 | - | \$ 16,000 |
| Utility rate adjustment | -0- | - | \$ | 8,000 |
| Accounting Management Resource Information System (AMRIS) support | -0- | - | \$ | 6,000 |
| Motive equipment assignment and usage charges | -0- | - | \$ | 2,000 |

* Adjustments to reflect the annualization of the FY 1997 salary increase, FY 1998 negotiated salary increases, average salaries, and fringe benefits.

Financial Management - Print Shop

Fund: 50020

Print Shop Internal Service Fund

Div: 815

DIVISION SUMMARY

Key Performance Measures

- To complete 100% of 5,000 typesetting requests within production schedule requirements at an average cost of 18 per request.
- To make 100% of 60,000,000 press impressions within production schedule requirements at an average cost of \$0.14 per impression.
- To provide office convenience copiers that produce 44,000,000 copies annually at \$.03 per copy.

Administration

This section administers the division's operations which include all printing reproduction processes, graphics and typesetting, and photocopy program. The Print Shop operates on an internal service fund basis and recovers its operating costs by charging users for services and products at cost.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|--|--------------------------|--------------------------|
| Performance Measure To manage the City's Print Shop in an efficient and organized manner as measured by a 95% or better customer satisfaction rating from customer comment cards. | | 95% |
| Resource Allocation | \$98,976 .88 position | \$99,669 .87 position |

Financial Management - Print Shop

Fund: 50020

Print Shop Internal Service Fund

Div: 815

DIVISION SUMMARY

Printing Services

This section provides labor, equipment, and materials for layout, design, typesetting, lithography, plate making, offset printing, electrostatic printing, and bindery functions. The graphics section designs and produces visual materials for all City departments to support public information needs.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|---|--------------------------------|--------------------------------|
| Performance Measure To complete a minimum of 9,000 printing requisitions per year. | | 9,000 |
| Resource Allocation | \$2,547,584 28.75 positions | \$2,624,342 28.75 positions |

Photocopy Program

This program, on a cost-effective and user need basis, places, maintains, and monitors copy machines in locations convenient to using departments. It also provides Quick Print satellite locations for quick turnaround copy jobs in convenient City locations.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|--|-------------------------------|-------------------------------|
| Performance Measure To administer the City's copier contract to ensure an average copier "up-time" of 95% | | 95% |
| Resource Allocation | \$1,170,790 5.75 positions | \$1,238,040 5.75 positions |

Financial Management - Print Shop

Fund: 50020

Print Shop Internal Service Fund

Div: 815

DIVISION SUMMARY

Print Shop Support

This program provides division-wide support to ensure that the Print Shop accomplishes its mission. The Accounts Payable section processes all vendor payments for the division.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|---|---------------------------|---------------------------|
| Performance Measure To provide clerical and accounts payable support to the Print Shop by processing vendor invoices and ensuring that 100% of all payments from the City Auditor are made within 30 days. | | 100% |
| Resource Allocation | \$66,014 1.00 position | \$43,002 1.00 position |

Financial Management - Print Shop

Fund: 50020

Print Shop Internal Service Fund

Div: 815

POSITION AND SALARY SCHEDULE

| CLASS NUMBER | POSITION TITLE | POSITION YEARS CURRENT | PROPOSED | SALARIES AND WAGES PROPOSED |
|--------------------------|-----------------------|---------------------------|----------|--------------------------------|
| 815200 ADMINISTRATION | | | | |
| U/C | BUSINESS CENTER MGR | .19 | .11 | 12,973 |
| U/C | FINANCIAL MGMT DIR | | .15 | 14,250 |
| U/C | DEPUTY DIRECTOR | .50 | .50 | 37,387 |
| 1876 | EXECUTIVE SECRETARY | .19 | .11 | 4,111 |
| | O/T BUDGETED | | | 5,014 |
| | 815200 TOTAL | .88 | .87 | 73,735 |
| 815205 PRINTING SERVICES | | | | |
| 1736 | PRINT SHOP SUPERVISOR | .75 | .75 | 37,185 |
| 1489 | GRAPHIC DESIGN SUPV | 1.00 | 1.00 | 43,095 |
| 1765 | OFFSET PRESS SUPV | 1.00 | 1.00 | 39,908 |
| 1490 | GRAPHIC DESIGNER | 5.00 | 5.00 | 189,190 |
| 1107 | ADMIN AIDE II | 1.00 | 1.00 | 36,912 |
| 1595 | LITHOGRAPH TECHNICIAN | 2.00 | 2.00 | 69,410 |
| 1868 | SR OFFSET PRESS OPER | 5.00 | 5.00 | 163,851 |
| 1583 | LAYOUT COMPOSER | 2.00 | 2.00 | 60,146 |
| 1262 | BINDERY WORKER III | 2.00 | 2.00 | 53,608 |
| 1261 | BINDERY WORKER II | 9.00 | 9.00 | 223,830 |
| | O/T BUDGETED | | | 9,739 |
| | 815205 TOTAL | 28.75 | 28.75 | 926,874 |
| 815215 PHOTOCOPY PROGRAM | | | | |
| U/C | DEPUTY DIRECTOR | .50 | .50 | 37,387 |
| 1736 | PRINT SHOP SUPERVISOR | .25 | .25 | 12,395 |
| 1107 | ADMIN AIDE II | 1.00 | 1.00 | 36,911 |
| 1632 | OFFSET PRESS OPER | 1.00 | 1.00 | 28,929 |
| 1104 | ACCOUNT CLERK | 1.00 | 1.00 | 27,513 |
| 1535 | CLERICAL ASST II | 1.00 | 1.00 | 25,879 |
| 1261 | BINDERY WORKER II | 1.00 | 1.00 | 24,870 |
| | O/T BUDGETED | | | 1,491 |
| | 815215 TOTAL | 5.75 | 5.75 | 195,375 |

Financial Management - Print Shop

Fund: 50020

Print Shop Internal Service Fund

Div: 815

POSITION AND SALARY SCHEDULE

| CLASS NUMBER | POSITION TITLE | POSITION CURRENT | YEARS PROPOSED | SALARIES AND WAGES PROPOSED |
|---------------------------|------------------|---------------------|-------------------|--------------------------------|
| ----- | | | | |
| 815230 PRINT SHOP SUPPORT | | | | |
| 1104 | ACCOUNT CLERK | 1.00 | 1.00 | 27,513 |
| | O/T BUDGETED | | | 994 |
| | 815230 TOTAL | 1.00 | 1.00 | 28,507 |
| | 815 TOTAL BUDGET | 36.38 | 36.37 | 1,224,491 |

Financial Management - Purchasing

Fund: 100

General Fund

Div: 057

DIVISION MISSION STATEMENT

To effectively manage the City's purchasing functions by assisting City departments and other agencies in meeting their goals by providing quality materials, supplies, equipment, and services in the most economic and efficient manner; to increase purchasing opportunities for all; to ensure that all actions are ethical and legal; and to provide sustained exemplary service while promoting the City's Norms and Values.

BUDGET SUMMARY

| | CURRENT 1996-97 | PROPOSED 1997-98 |
|---------------------------------------|--------------------|---------------------|
| | ----- | ----- |
| DIVISION STAFFING | | |
| PROCUREMENT | 23.12 | 23.30 |
| | ----- | ----- |
| TOTAL | 23.12 | 23.30 |
| DIVISION EXPENDITURES | | |
| PROCUREMENT | \$ 1,241,309 | \$ 1,334,716 |
| | ----- | ----- |
| TOTAL | \$ 1,241,309 | \$ 1,334,716 |
| DIVISION EXPENDITURES BY CLASS | | |
| PERSONNEL EXPENSE | \$ 1,027,152 | \$ 1,115,534 |
| NON-PERSONNEL EXPENSE | 214,157 | 219,182 |
| | ----- | ----- |
| TOTAL | \$ 1,241,309 | \$ 1,334,716 |

Financial Management - Purchasing

Fund: 100

General Fund

Div: 057

SUMMARY OF MAJOR BUDGET CHANGES

| | POSITIONS | | COST | |
|--|-----------|-----|------|-----------|
| | | | | |
| Personnel expense adjustments | -0- | + | \$ | 69,000 * |
| Financial Management Director allocation | + | .12 | + | \$ 16,000 |
| Business Center Manager allocation | + | .06 | + | \$ 7,000 |
| Supplies and services | -0- | + | \$ | 2,000 |
| Automated support | -0- | + | \$ | 1,000 |
| Utility rate adjustment | -0- | - | \$ | 1,000 |

* Adjustments to reflect the annualization of the FY 1997 salary increase, FY 1998 negotiated salary increases, average salaries, and fringe benefits.

Financial Management - Purchasing

Fund: 100

General Fund

Div: 057

DIVISION SUMMARY

Key Performance Measure

- To process the following types of requisitions within the number of working days specified:

| | |
|--------------------------|---------|
| Confirming | 1 day |
| less than \$5,000 | 5 days |
| \$5,000 - \$10,000 | 7 days |
| \$10,000 - \$50,000 | 21 days |
| \$50,000 - \$ 1 million | 30 days |
| greater than \$1 million | 60 days |

Procurement

The primary focus of this group is to efficiently and effectively meet its customer's procurement needs for materials, supplies, equipment, and services. Staff analyze requests, prepare specifications, solicit bids and quotations, interview vendors, prepare bid proposals, recommend awards, and process for Council approval, as necessary. Staff also participates with other agencies in cooperative purchasing efforts, investigates reports of unsatisfactory materials, and evaluates and resolves protests. Service enhancement to both internal and external customers is being emphasized through the development of new automated systems and the division's outreach efforts.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|---|--------------------------------|--------------------------------|
| Performance Measure To provide leadership and support which results in a 5% increase to obtain a 90% or higher customer satisfaction rating as measured by an annual survey. | | 90% |
| Resource Allocation | \$1,241,309 23.12 positions | \$1,334,716 23.30 positions |

Financial Management - Purchasing

Fund: 100

General Fund

Div: 057

POSITION AND SALARY SCHEDULE

| CLASS NUMBER | POSITION TITLE | POSITION YEARS CURRENT | PROPOSED | SALARIES AND WAGES PROPOSED |
|--------------------|----------------------|---------------------------|----------|--------------------------------|
| ----- | | | | |
| 057205 PROCUREMENT | | | | |
| U/C | BUSINESS CENTER MGR | .06 | .09 | 10,046 |
| U/C | FINANCIAL MGMT DIR | | .12 | 11,400 |
| U/C | PURCHASING AGENT | 1.00 | 1.00 | 74,368 |
| 1783 | PRINCIPAL BUYER | 1.00 | 1.00 | 47,563 |
| 1218 | ASSOC MGMT ANALYST | 2.00 | 2.00 | 93,600 |
| 1850 | SENIOR BUYER | 2.00 | 2.00 | 86,352 |
| 1282 | BUYER | 4.00 | 4.00 | 155,816 |
| 1876 | EXECUTIVE SECRETARY | .06 | .09 | 3,363 |
| 1287 | BUYER'S AIDE II | 1.00 | 1.00 | 34,294 |
| 1105 | ADMIN AIDE I | 1.00 | 1.00 | 32,008 |
| 1879 | SENIOR CLERK/TYPIST | 2.00 | 2.00 | 63,091 |
| 1575 | DATA ENTRY OPERATOR | 1.00 | 1.00 | 28,276 |
| 1746 | WORD PROCESSING OPER | 6.00 | 6.00 | 165,240 |
| 1535 | CLERICAL ASST II | 2.00 | 2.00 | 51,758 |
| | O/T BUDGETED | | | 6,897 |
| | TEMPORARY HELP | | | 530 |
| 057205 | TOTAL | 23.12 | 23.30 | 864,602 |
| 057 | TOTAL BUDGET | 23.12 | 23.30 | 864,602 |

Financial Management - City Treasurer

Fund: 100

General Fund

Div: 052

DIVISION MISSION STATEMENT

To enrich our community by responsibly managing the public's money and creating an atmosphere of pride through enthusiasm, mutual support, and outstanding service.

BUDGET SUMMARY

| | CURRENT 1996-97 | PROPOSED 1997-98 |
|-----------------------------|--------------------|---------------------|
| | ----- | ----- |
| DIVISION STAFFING | | |
| INVESTMENTS | 3.40 | 3.40 |
| GENERAL ACCOUNTING | 9.80 | 9.80 |
| BUSINESS TAXES/RENTAL TAXES | 13.80 | 13.80 |
| COLLECTIONS | 22.80 | 31.30 |
| DATA ENTRY | 2.00 | 2.00 |
| ADMINISTRATION | 3.44 | 3.63 |
| | ----- | ----- |
| TOTAL | 55.24 | 63.93 |

DIVISION EXPENDITURES

| | | |
|-----------------------------|--------------|--------------|
| INVESTMENTS | \$ 705,921 | \$ 722,464 |
| GENERAL ACCOUNTING | 570,210 | 570,762 |
| BUSINESS TAXES/RENTAL TAXES | 1,354,604 | 1,422,348 |
| COLLECTIONS | 1,538,210 | 1,965,514 |
| DATA ENTRY | 80,857 | 85,814 |
| ADMINISTRATION | 298,716 | 351,896 |
| | ----- | ----- |
| TOTAL | \$ 4,548,518 | \$ 5,118,798 |

DIVISION EXPENDITURES BY CLASS

| | | |
|-----------------------|--------------|--------------|
| PERSONNEL EXPENSE | \$ 2,418,676 | \$ 2,961,942 |
| NON-PERSONNEL EXPENSE | 2,129,842 | 2,156,856 |
| | ----- | ----- |
| TOTAL | \$ 4,548,518 | \$ 5,118,798 |

Financial Management - City Treasurer

Fund: 100

General Fund

Div: 052

SUMMARY OF MAJOR BUDGET CHANGES

| | POSITIONS | | COST | |
|------------------------------------|-----------|------|------|--------------|
| | | | | |
| Personnel expense adjustments | -0- | + | \$ | 170,000 * |
| Staffing for Collections Program | + | 8.50 | + | \$ 403,000 # |
| Utility rate adjustment | -0- | + | \$ | 41,000 |
| Department Director allocation | + | .25 | + | \$ 33,000 |
| Supplies and services | -0- | - | \$ | 53,000 |
| Automated support | -0- | - | \$ | 18,000 |
| Business Center Manager allocation | - | .06 | - | \$ 6,000 |

* Adjustments to reflect the annualization of the FY 1997 salary increase, FY 1998 negotiated salary increases, average salaries, and fringe benefits.

Reimbursable Program

Financial Management - City Treasurer

Fund: 100

General Fund

Div: 052

DIVISION SUMMARY

Key Performance Measures

- To achieve an error free rate on investment transactions processing of at least 99.5%.
- To process 90% of paying agent/bond payment invoices within 2 working days.
- To process 97% of parking citation payments within 1 day of receipt.

Investments

The Investments and Investment Operations Program is responsible for investment of cash balances. The Banking Program provides cash management services for the City, including maintenance of banking relationships and the review of deposit and disbursement procedures.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|---|-----------------------------|---------------------------------|
| Performance Measure To achieve a rate of return in the liquidity portfolio equal to the Federal Reserve funds rate plus ten basis points (0.1%). | | Federal funds rate plus 0.1% |
| Resource Allocation | \$705,921 3.40 positions | \$722,464 3.40 positions |

Financial Management - City Treasurer

Fund: 100

General Fund

Div: 052

DIVISION SUMMARY

General Accounting

The Reconciliation of Bank Accounts and Cash Program is responsible for the collection of fees, fines, permits, taxes, and other payments; processing of Transient Occupancy Tax returns and remittances; balancing and reporting to the City Auditor and Comptroller all daily revenue transactions; accounting for daily cash deposits of City funds in various banks; maintaining records of City investments; and accounting for investments in the Cemetery Perpetuity, Los Peñasquitos Preserve Fund, and the Sergeant and Benjamin Memorial Trust Funds. The Process Paying Agent/Bond Payments Program is responsible for paying debt service to bondholders as specified by bond instruments or state law.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|--|-----------------------------|-----------------------------|
| Performance Measure To responsibly manage cash in the City Treasury resulting in favorable audits 100% of the time. | | 100% |
| Resource Allocation | \$570,210 9.80 positions | \$570,762 9.80 positions |

Business Tax / Rental Taxes

This program administers the City's business tax and rental unit business tax regulations, and is also responsible for the collection of Business Improvement District assessments.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|--|--------------------------------|--------------------------------|
| Performance Measure To ensure that all accounts will either be paid, canceled, or referred to the Collections Program within 90 days of renewal date. | | 100% |
| Resource Allocation | \$1,354,604 13.80 positions | \$1,422,348 13.80 positions |

Financial Management - City Treasurer

Fund: 100

General Fund

Div: 052

DIVISION SUMMARY

Collections

The Collections Program is responsible for administering and attempting collection of delinquent accounts that have been referred to the City Treasurer by other City departments. This program represents the City in Small Claims Court actions, and prepares and processes all documents for Municipal and Superior Court actions on delinquent accounts.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|--|--------------------------------|--------------------------------|
| Performance Measure To collect 100% of projected revenue from delinquent accounts. Revenue estimate of \$5,980,359 is based on Fiscal Year 1996 actual collected and Fiscal Year 1997 year-to-date collected. | | 100% |
| Resource Allocation | \$1,538,210 22.80 positions | \$1,965,514 31.30 positions |

Data Entry

This program is responsible for the data entry requirements of the department's automated systems which include business taxes, rental unit taxes, original parking citations, paid parking citations, collection accounts, and other revenue accounting documentation.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|---|----------------------------|-----------------------------|
| Performance Measure To responsibly manage the public's money by distributing all revenue and processing payments such as business taxes, parking citations, collections, and other revenue accounting documentation. | | 100% |
| Resource Allocation | \$80,857 2.00 positions | \$85,814 2.00 positions |

Financial Management - City Treasurer

Fund: 100

General Fund

Div: 052

DIVISION SUMMARY

Administration

This program is responsible for supervising the department's operations, maintaining personnel records, and providing financial analyses, projections, and reports relating to departmental activities. It also provides treasury services to the following agencies: Redevelopment Agencies, Stadium Authority, and Planetarium Authority. The City Treasurer serves as a member of the Funds Commission, the Board of Administration of the City Employees' Retirement System, and as a Trustee for the SPSP and 401(k) plans. Through deputization of the Retirement Officer, the City Treasurer oversees certain record-keeping functions for the City Employees' Retirement System.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|--|-----------------------------|-----------------------------|
| Performance Measure To effectively administer the operations of City Treasurer so that all division objectives are met. | | 100% |
| Resource Allocation | \$298,716 3.44 positions | \$351,896 3.63 positions |

Financial Management - City Treasurer

Fund: 100

General Fund

Div: 052

POSITION AND SALARY SCHEDULE

| CLASS NUMBER | POSITION TITLE | POSITION YEARS CURRENT | PROPOSED | SALARIES AND WAGES PROPOSED |
|------------------------------------|-----------------------|---------------------------|----------|--------------------------------|
| ----- | | | | |
| 052200 INVESTMENTS | | | | |
| U/C | INVESTMENT OFFICER | 1.00 | 1.00 | 79,227 |
| U/C | PRINCIPAL ACCOUNTANT | .30 | .30 | 19,047 |
| U/C | ASST INVEST OFFCR | 1.00 | 1.00 | 61,736 |
| 1348 | DATA SYSTEMS COORDNTR | .10 | .10 | 4,694 |
| 1107 | ADMIN AIDE II | 1.00 | 1.00 | 36,911 |
| | 052200 TOTAL | 3.40 | 3.40 | 201,615 |
| 052205 GENERAL ACCOUNTING | | | | |
| U/C | PRINCIPAL ACCOUNTANT | .50 | .50 | 31,745 |
| 1348 | DATA SYSTEMS COORDNTR | .30 | .30 | 14,081 |
| 1842 | ACCOUNTANT II | 1.00 | 1.00 | 46,881 |
| 1844 | SENIOR ACCOUNT CLERK | 2.00 | 2.00 | 62,382 |
| 1840 | SENIOR CASHIER | 1.00 | 1.00 | 30,210 |
| 1104 | ACCOUNT CLERK | 2.00 | 2.00 | 55,026 |
| 1330 | CASHIER | 3.00 | 3.00 | 78,945 |
| | O/T BUDGETED | | | 893 |
| | BILINGUAL PAY | | | 1,265 |
| | TEMPORARY HELP | | | 594 |
| | 052205 TOTAL | 9.80 | 9.80 | 322,022 |
| 052210 BUSINESS TAXES/RENTAL TAXES | | | | |
| U/C | PRINCIPAL ACCOUNTANT | .10 | .10 | 6,349 |
| 1106 | SR MGMT ANALYST | | 1.00 | 52,221 |
| 1348 | DATA SYSTEMS COORDNTR | .20 | .20 | 9,387 |
| 1726 | PRINCIPAL CLERK | 1.00 | | |
| 1576 | DATA ENTRY SUPERVISOR | .30 | .30 | 10,207 |
| 1879 | SENIOR CLERK/TYPIST | 1.00 | 1.00 | 31,545 |
| 1575 | DATA ENTRY OPERATOR | 1.20 | 1.20 | 33,931 |
| 1104 | ACCOUNT CLERK | 1.00 | 1.00 | 27,513 |
| 1776 | PUBLIC INFO CLERK | 3.00 | 3.00 | 82,458 |
| 1535 | CLERICAL ASST II | 6.00 | 6.00 | 155,274 |
| | O/T BUDGETED | | | 3,270 |
| | BILINGUAL PAY | | | 2,529 |
| | TEMPORARY HELP | | | 14,160 |
| | 052210 TOTAL | 13.80 | 13.80 | 428,844 |

Financial Management - City Treasurer

Fund: 100

General Fund

Div: 052

POSITION AND SALARY SCHEDULE

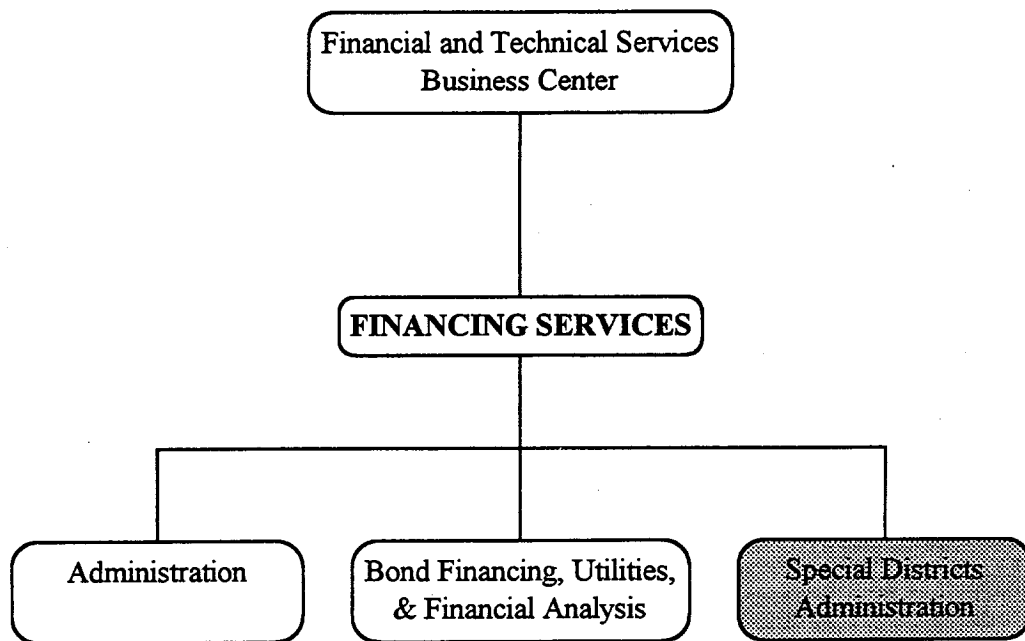
| CLASS NUMBER | POSITION TITLE | POSITION YEARS CURRENT | PROPOSED | SALARIES AND WAGES PROPOSED |
|-----------------------|-----------------------|---------------------------|----------|--------------------------------|
| ----- | | | | |
| 052215 COLLECTIONS | | | | |
| U/C | PRINCIPAL ACCOUNTANT | .10 | .10 | 6,349 |
| 1344 | COLLECTIONS MANAGER | 1.00 | 1.00 | 53,741 |
| 1348 | DATA SYSTEMS COORDNTR | .40 | .40 | 18,774 |
| 1333 | COLLECTION INVEST III | 2.00 | 3.00 | 119,478 |
| 1332 | COLLECTION INVEST II | 3.00 | 3.00 | 109,263 |
| 1576 | DATA ENTRY SUPERVISOR | .20 | .20 | 6,805 |
| 1331 | COLLECTION INVEST I | 11.00 | 16.00 | 526,944 |
| 1844 | SENIOR ACCOUNT CLERK | 1.00 | 1.00 | 31,191 |
| 1575 | DATA ENTRY OPERATOR | .60 | .60 | 16,966 |
| 1104 | ACCOUNT CLERK | 1.00 | 1.00 | 27,513 |
| 1535 | CLERICAL ASST II | 2.50 | 5.00 | 129,395 |
| | O/T BUDGETED | | | 413 |
| | BILINGUAL PAY | | | 2,529 |
| | TEMPORARY HELP | | | 10,897 |
| | 052215 TOTAL | 22.80 | 31.30 | 1,060,258 |
| 052220 DATA ENTRY | | | | |
| 1576 | DATA ENTRY SUPERVISOR | .50 | .50 | 17,012 |
| 1575 | DATA ENTRY OPERATOR | 1.50 | 1.50 | 42,414 |
| | 052220 TOTAL | 2.00 | 2.00 | 59,426 |
| 052225 ADMINISTRATION | | | | |
| U/C | BUSINESS CENTER MGR | | .19 | 21,208 |
| U/C | FINANCIAL MGMT DIR | .22 | .25 | 23,750 |
| U/C | TREASURER | 1.00 | 1.00 | 84,437 |
| 1218 | ASSOC MGMT ANALYST | 1.00 | 1.00 | 46,800 |
| 1876 | EXECUTIVE SECRETARY | .22 | .19 | 7,100 |
| 1535 | CLERICAL ASST II | 1.00 | 1.00 | 25,879 |
| | 052225 TOTAL | 3.44 | 3.63 | 209,174 |
| | 052 TOTAL BUDGET | 55.24 | 63.93 | 2,281,339 |

Financing Services

Fund: 100

General Fund

Div: 056



MISSION STATEMENT

To provide the City with the most cost effective and fiscally responsible process for managing long term debt, financial issues, and special districts.

Financing Services

BUDGET SUMMARY

| | CURRENT 1996-97 | PROPOSED 1997-98 |
|---|--------------------|---------------------|
| | ----- | ----- |
| DEPARTMENT STAFFING | | |
| GENERAL FUND | | |
| FINANCING SERVICES | 16.12 | 15.96 |
| | ----- | ----- |
| TOTAL | 16.12 | 15.96 |
| SPECIAL ASSESSMENTS FUND | | |
| SPECIAL DISTRICTS ADMINISTRATION | 9.06 | 9.14 |
| | ----- | ----- |
| TOTAL | 9.06 | 9.14 |
| DEPARTMENT EXPENDITURES | | |
| GENERAL FUND | | |
| FINANCING SERVICES | \$ 1,135,674 | \$ 1,190,941 |
| | ----- | ----- |
| TOTAL | \$ 1,135,674 | \$ 1,190,941 |
| SPECIAL ASSESSMENTS FUND | | |
| SPECIAL DISTRICTS ADMINISTRATION | \$ 614,360 | \$ 613,278 |
| | ----- | ----- |
| TOTAL | \$ 614,360 | \$ 613,278 |
| DEPARTMENT EXPENDITURES BY CLASS | | |
| GENERAL FUND | | |
| PERSONNEL EXPENSE | \$ 1,037,635 | \$ 1,084,519 |
| NON-PERSONNEL EXPENSE | 98,039 | 106,422 |
| | ----- | ----- |
| TOTAL | \$ 1,135,674 | \$ 1,190,941 |
| SPECIAL ASSESSMENTS FUND | | |
| PERSONNEL EXPENSE | \$ 438,096 | \$ 474,595 |
| NON-PERSONNEL EXPENSE | 176,264 | 138,683 |
| | ----- | ----- |
| TOTAL | \$ 614,360 | \$ 613,278 |

Financing Services

General Fund

Fund: 100

Div: 056

BUDGET SUMMARY

| | CURRENT 1996-97 | PROPOSED 1997-98 |
|---------------------------------------|--------------------|---------------------|
| | ----- | ----- |
| DIVISION STAFFING | | |
| ADMINISTRATION | 1.12 | .96 |
| BOND FIN/UTIL/FIN RESEARCH/ANALY | 15.00 | 15.00 |
| | ----- | ----- |
| TOTAL | 16.12 | 15.96 |
| DIVISION EXPENDITURES | | |
| ADMINISTRATION | \$ 100,297 | \$ 93,841 |
| BOND FIN/UTIL/FIN RESEARCH/ANALY | 1,035,377 | 1,097,100 |
| | ----- | ----- |
| TOTAL | \$ 1,135,674 | \$ 1,190,941 |
| DIVISION EXPENDITURES BY CLASS | | |
| PERSONNEL EXPENSE | \$ 1,037,635 | \$ 1,084,519 |
| NON-PERSONNEL EXPENSE | 98,039 | 106,422 |
| | ----- | ----- |
| TOTAL | \$ 1,135,674 | \$ 1,190,941 |

Financing Services

Fund: 100

General Fund

Div: 056

SUMMARY OF MAJOR BUDGET CHANGES

| | POSITIONS | | COST | |
|--|-----------|---|------|----------|
| | | | | |
| Personnel expense adjustments | -0- | + | \$ | 61,000 * |
| Automated support | -0- | + | \$ | 10,000 |
| Supplies and services | -0- | + | \$ | 2,000 |
| Utility rate adjustment | -0- | + | \$ | 1,000 |
| Transfer of Deputy Director to Special Districts Administration | - .10 | - | \$ | 9,000 |
| Business Center Manager allocation | - .06 | - | \$ | 6,000 |
| Onetime expenses | -0- | - | \$ | 3,000 |

* Adjustments to reflect the annualization of the FY 1997 salary increase, FY 1998 negotiated salary increases, average salaries, and fringe benefits.

Financing Services

Fund: 100

General Fund

Div: 056

DIVISION SUMMARY

Key Performance Measures

- To complete 95% of financial analyses within the time frame specified by the requesting entity.

Administration

The primary purpose of this program is to assure consistent, effective, and economical achievement of division objectives and the business center mission.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|--|-----------------------------|-------------------------------------|
| Performance Measure To effectively administer the operations of the division so that the departmental mission and all specified objectives are substantially met as evidenced by achieving at least five of the six stated departmental objectives. | | 5 out of 6 objectives are met |
| Resource Allocation | \$100,297 1.12 positions | \$93,841 .96 position |

Financing Services

Fund: 100

General Fund

Div: 056

DIVISION SUMMARY

Bond Financing, Utilities, and Financial Research and Analysis

This program researches and evaluates the economic and fiscal implications of issues confronting the City of San Diego, and provides the City with the most cost effective and fiscally responsible process for managing long-term debt. The program also serves the City as an in-house consulting resource responding to numerous requests from the City Council, the City Manager, and other City departments, ranging from cost benefit to fiscal impact analysis. The program develops prudent and equitable financial plans for the Water and Sewer Utilities; determines the optimal mix of revenues necessary to fund infrastructure requirements while ensuring compliance with all federal, state, and local legal mandates; and formulates strategic plans addressing the restructured utilities marketplace.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|---|--------------------------------|---|
| Performance Measure To comprehensively manage all City bond issuances to ensure that the City achieves an investment grade rating on long-term debt. | | maintain investment grade bond rating |
| To prepare at least two comprehensive financial plan annually for the Water and Sewer Enterprise Funds. | | 2 |
| To provide excellent in-house financial analysis at less than 50% of the cost of outside financial advisors. | | 50% cost savings |
| Resource Allocation | \$1,035,377 15.00 positions | \$1,097,100 15.00 positions |

Financing Services

Fund: 100

General Fund

Div: 056

POSITION AND SALARY SCHEDULE

| CLASS NUMBER | POSITION TITLE | POSITION YEARS CURRENT | PROPOSED | SALARIES AND WAGES PROPOSED |
|---|-----------------------|---------------------------|----------|--------------------------------|
| ----- | | | | |
| 056200 ADMINISTRATION | | | | |
| U/C | BUSINESS CENTER MGR | .06 | .03 | 3,349 |
| U/C | DEPUTY DIRECTOR | 1.00 | .90 | 67,296 |
| 1876 | EXECUTIVE SECRETARY | .06 | .03 | 1,121 |
| | 056200 TOTAL | 1.12 | .96 | 71,766 |
| 056205 BOND FIN/UTIL/FIN RESEARCH/ANALY | | | | |
| 1793 | RATE ANALYST | 2.00 | 1.00 | 60,283 |
| 1923 | SUPERVISING ECONOMIST | 2.00 | 3.00 | 177,651 |
| 1106 | SR MGMT ANALYST | 2.00 | 1.00 | 52,221 |
| 1424 | ECONOMIST | 1.00 | 2.00 | 104,442 |
| 1222 | ASSOC ECONOMIST | 3.00 | 4.00 | 190,252 |
| 1218 | ASSOC MGMT ANALYST | 3.00 | 2.00 | 93,600 |
| 1535 | CLERICAL ASST II | 2.00 | 2.00 | 51,759 |
| | O/T BUDGETED | | | 4,436 |
| | TEMPORARY HELP | | | 59,053 |
| | 056205 TOTAL | 15.00 | 15.00 | 793,697 |
| | 056 TOTAL BUDGET | 16.12 | 15.96 | 865,463 |

Financing Services - Special Districts Administration

Fund: 70207

Special Assessments Fund

Div: 727

DIVISION SUMMARY

DIVISION MISSION STATEMENT

To provide the City with the most cost-effective and fiscally responsible process for managing long-term debt, financial issues, and special districts.

BUDGET SUMMARY

| | CURRENT 1996-97 | PROPOSED 1997-98 |
|---------------------------------------|--------------------|---------------------|
| | ----- | ----- |
| DIVISION STAFFING | | |
| SPECIAL DISTRICTS ADMINISTRATION | 9.06 | 9.14 |
| | ----- | ----- |
| TOTAL | 9.06 | 9.14 |
| DIVISION EXPENDITURES | | |
| SPECIAL DISTRICTS ADMINISTRATION | \$ 614,360 | \$ 613,278 |
| | ----- | ----- |
| TOTAL | \$ 614,360 | \$ 613,278 |
| DIVISION EXPENDITURES BY CLASS | | |
| PERSONNEL EXPENSE | \$ 438,096 | \$ 474,595 |
| NON-PERSONNEL EXPENSE | 176,264 | 138,683 |
| | ----- | ----- |
| TOTAL | \$ 614,360 | \$ 613,278 |

Financing Services - Special Districts Administration

Fund: 70207

Special Assessments Fund

Div: 727

SUMMARY OF MAJOR BUDGET CHANGES

| | POSITIONS | | COST | |
|--|-----------|---|------|----------|
| | | | | |
| Personnel expense adjustments | -0- | + | \$ | 29,000 * |
| Transfer of Deputy Director from Financing Services | + 0.10 | + | \$ | 9,000 |
| Onetime expenses | -0- | - | \$ | 25,000 |
| Automated support | -0- | - | \$ | 12,000 |
| Business Center Manager allocation | - .02 | - | \$ | 2,000 |

* Adjustments to reflect the annualization of the FY 1997 salary increase, FY 1998 negotiated salary increases, average salaries, and fringe benefits.

Financing Services - Special Districts Administration

Fund: 70207

Special Assessments Fund

Div: 727

DIVISION SUMMARY

Key Performance Measures

- To enroll 112,000 Landscape Maintenance District assessments annually.

Special Districts Administration

This program provides the City with a cost effective and fiscally responsible process for managing Landscape and Lighting Act, 1911 Act, 1915 Act, and Community Facilities districts. Responsibilities include calculating and enrolling assessments for special districts; annually reconciling the County Assessor's property rolls with special district rolls; collecting delinquent accounts; meeting with the property owners annually to explain how assessments are calculated, collected, and expended; and assisting communities in the formation of new assessment districts while adhering to all legal and City policy guidelines.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|--|-----------------------------|-----------------------------|
| Performance Measure To enroll 99% of all special assessments annually by August 10th. | | 99% |
| To manage all special districts in compliance with all applicable legal/City administrative requirements 100% of the time. | | 100% |
| Resource Allocation | \$614,630 9.06 positions | \$613,278 9.14 positions |

Financing Services - Special Districts Administration

Fund: 70207

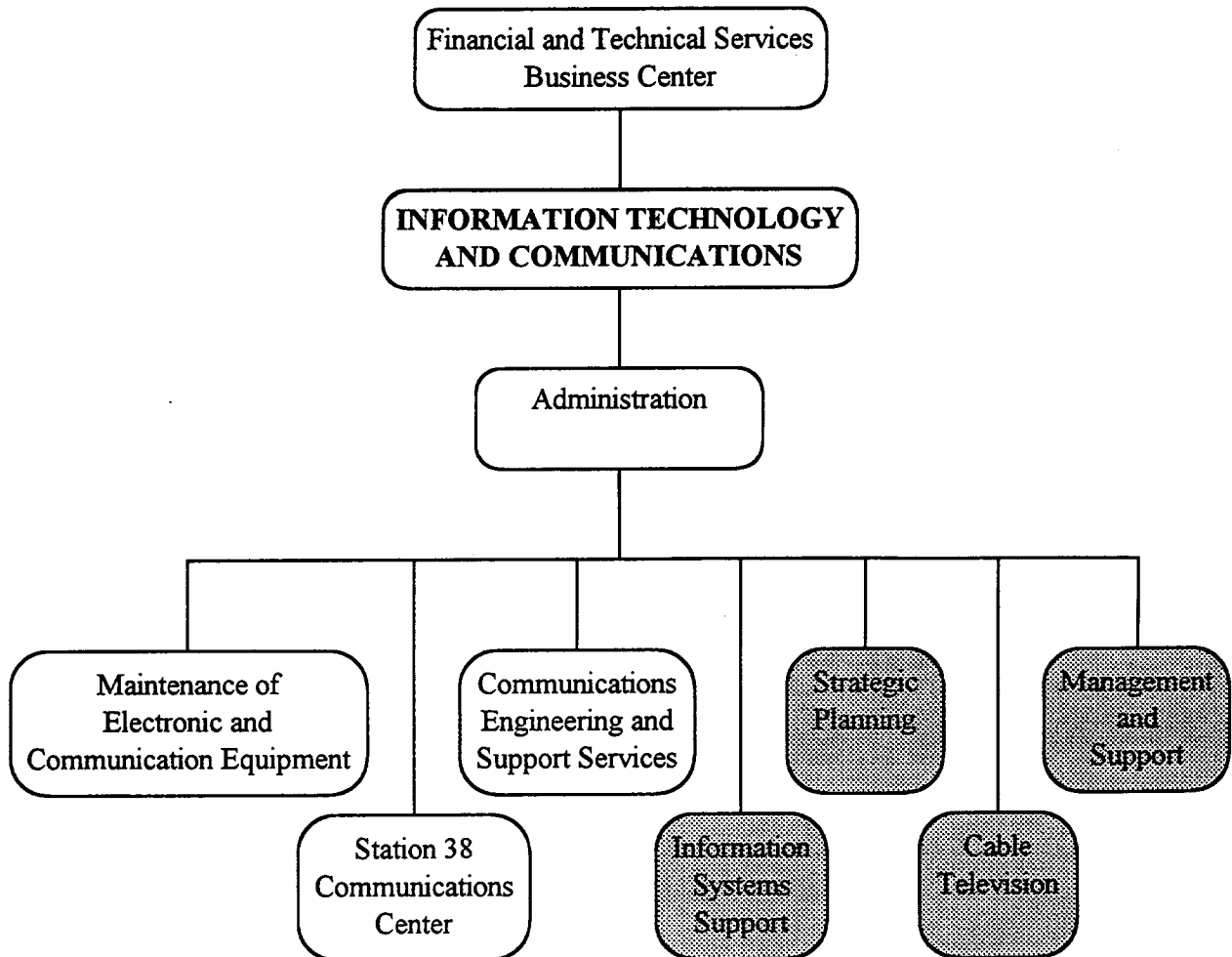
Special Assessments Fund

Div: 727

POSITION AND SALARY SCHEDULE

| CLASS NUMBER | POSITION TITLE | POSITION YEARS CURRENT | PROPOSED | SALARIES AND WAGES PROPOSED |
|---|-----------------------|---------------------------|----------|--------------------------------|
| ----- | | | | |
| 727215 SPECIAL DISTRICTS ADMINISTRATION | | | | |
| U/C | BUSINESS CENTER MGR | .03 | .02 | 2,232 |
| U/C | DEPUTY DIRECTOR | | .10 | 7,477 |
| U/C | MGMT ASST TO CITY MGR | 1.00 | 1.00 | 70,461 |
| 1218 | ASSOC MGMT ANALYST | 2.00 | 2.00 | 93,600 |
| 1879 | SENIOR CLERK/TYPIST | 2.00 | 2.00 | 63,091 |
| 1106 | SENIOR MGMT ANALYST | 1.00 | 1.00 | 52,222 |
| 1535 | CLERICAL ASST II | 1.00 | 2.00 | 51,758 |
| 1104 | ACCOUNT CLERK | 2.00 | 1.00 | 27,513 |
| 1876 | EXECUTIVE SECRETARY | .03 | .02 | 747 |
| | 727215 TOTAL | 9.06 | 9.14 | 369,101 |
| | 727 TOTAL BUDGET | 9.06 | 9.14 | 369,101 |

Information Technology and Communications



MISSION STATEMENT

To provide direction and set policy for the City to ensure the most efficient and effective level of automated service; and to meet the communication needs of public safety and service organizations by providing high quality wireless systems and services.

Information Technology and Communications

BUDGET SUMMARY

| | CURRENT 1996-97 | PROPOSED 1997-98 |
|---|--------------------|---------------------|
| | ----- | ----- |
| DEPARTMENT STAFFING | | |
| GENERAL FUND | | |
| COMMUNICATIONS | 58.17 | 58.01 |
| | ----- | ----- |
| TOTAL | 58.17 | 58.01 |
| INFORMATION TECHNOLOGY INTERNAL SERVICE FUND | | |
| INFORMATION TECHNOLOGY | 10.58 | 13.04 |
| | ----- | ----- |
| TOTAL | 10.58 | 13.04 |
| DEPARTMENT EXPENDITURES | | |
| GENERAL FUND | | |
| COMMUNICATIONS | \$ 3,926,500 | \$ 4,147,691 |
| | ----- | ----- |
| TOTAL | \$ 3,926,500 | \$ 4,147,691 |
| INFORMATION TECHNOLOGY INTERNAL SERVICE FUND | | |
| INFORMATION TECHNOLOGY | \$ 741,139 | \$ 1,355,023 |
| | ----- | ----- |
| TOTAL | \$ 741,139 | \$ 1,355,023 |
| DEPARTMENT EXPENDITURES BY CLASS | | |
| GENERAL FUND | | |
| PERSONNEL EXPENSE | \$ 3,127,299 | \$ 3,316,502 |
| NON-PERSONNEL EXPENSE | 799,201 | 831,189 |
| | ----- | ----- |
| TOTAL | \$ 3,926,500 | \$ 4,147,691 |
| INFORMATION TECHNOLOGY INTERNAL SERVICE FUND | | |
| PERSONNEL EXPENSE | \$ 685,293 | \$ 963,633 |
| NON-PERSONNEL EXPENSE | 55,846 | 391,390 |
| | ----- | ----- |
| TOTAL | \$ 741,139 | \$ 1,355,023 |

Information Technology and Communications - Communications

Fund: 100

General Fund

Div: 370

DIVISION MISSION STATEMENT

To meet the communication needs of public safety and public service organizations by providing high quality wireless systems and services.

BUDGET SUMMARY

| | CURRENT 1996-97 | PROPOSED 1997-98 |
|---------------------------------------|--------------------|---------------------|
| | ----- | ----- |
| DIVISION STAFFING | | |
| ADMINISTRATION PROGRAM | 2.88 | 2.72 |
| MAINT ELECTRONIC & COMM EQUIP | 44.14 | 44.14 |
| STATION 38 - COMMUNIC CENTER | 8.55 | 8.55 |
| COMM ENGR & SUPPORT SERVICES | 2.60 | 2.60 |
| | ----- | ----- |
| TOTAL | 58.17 | 58.01 |
| DIVISION EXPENDITURES | | |
| ADMINISTRATION PROGRAM | \$ 227,869 | \$ 279,193 |
| MAINT ELECTRONIC & COMM EQUIP | 2,985,028 | 3,150,480 |
| STATION 38 - COMMUNIC CENTER | 367,170 | 383,406 |
| COMM ENGR & SUPPORT SERVICES | 346,433 | 334,612 |
| | ----- | ----- |
| TOTAL | \$ 3,926,500 | \$ 4,147,691 |
| DIVISION EXPENDITURES BY CLASS | | |
| PERSONNEL EXPENSE | \$ 3,127,299 | \$ 3,316,502 |
| NON-PERSONNEL EXPENSE | 799,201 | 831,189 |
| | ----- | ----- |
| TOTAL | \$ 3,926,500 | \$ 4,147,691 |

Information Technology and Communications - Communications

Fund: 100

General Fund

Div: 370

SUMMARY OF MAJOR BUDGET CHANGES

| | POSITIONS | | COST | |
|---|-----------|---|------|-----------|
| | | | | |
| Personnel expense adjustments | -0- | + | \$ | 202,000 * |
| Motive equipment assignment and usage charges | -0- | + | \$ | 31,000 |
| Contractual services | -0- | + | \$ | 19,000 |
| Supplies and services | -0- | + | \$ | 2,000 |
| Automated support | -0- | + | \$ | 1,000 |
| Business Center Manager allocation | - .16 | - | \$ | 17,000 |
| Utility rate adjustment | -0- | - | \$ | 17,000 |

* Adjustments to reflect the annualization of the FY 1997 salary increase, FY 1998 negotiated salary increases, average salaries, and fringe benefits.

Information Technology and Communications - Communications

Fund: 100

General Fund

Div: 370

DIVISION SUMMARY

Key Performance Measures

- To install, maintain, and repair an estimated 27,000 pieces of communications and electronic equipment.
- To properly dispatch 95% of all phone calls and work requests received at Station 38 Communications Center.

Administration Program

This program provides policy and management direction for the division, ensuring that management objectives are consistent with City policies, and achieving these policies in an efficient and effective manner. This program also provides budgetary support for the division and develops long-range plans including the development of a Capital Improvements Program.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|---|-----------------------------|-----------------------------|
| Performance Measure To effectively direct, administer, and support the performance of the Communications Division so that 90% of the objectives are met and to further the division's mission statement. | | 90% |
| Resource Allocation | \$227,869 2.88 positions | \$279,193 2.72 positions |

Maintenance of Electronic and Communications Equipment

This program installs, maintains, and repairs all City radio communications equipment and most electronic equipment. This program is responsible for maintenance of all City mobile two-way radios, pages, sirens, speaker equipment, as well as fixed communication systems such as microwave sites, base stations, dispatch consoles, and related equipment. It also maintains major electronic components such as audio systems, public address systems, video cameras, monitoring systems, and all associated test equipment and components.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|--|--------------------------------|--------------------------------|
| Performance Measure To provide customers with communications and electronic equipment that is properly maintained and receives a 90% positive rating from a customer satisfaction survey. | | 90% |
| Resource Allocation | \$2,985,028 44.14 positions | \$3,150,480 44.14 positions |

Information Technology and Communications - Communications

Fund: 100

General Fund

Div: 370

DIVISION SUMMARY

Station 38 - Communications Center

This program provides dispatching services to non-public safety departments. Responsibilities include answering calls for reported service outages and public works emergencies, and dispatching work requests for public works.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|---|------------------------------|-----------------------------|
| Performance Measure To provide emergency dispatch services for Public Works functions and citizens which receives a 90% positive rating from a customer satisfaction survey. | | 90% |
| Resource Allocation | \$367, 170 8.55 positions | \$383,406 8.55 positions |

Communications Engineering and Support Services

This program is responsible for engineering, planning, and coordinating communications projects. The program is responsible for writing and evaluating specifications for the City's communications equipment; providing technical advice to customers; and procuring, developing, and managing the City's radio communications sites.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|--|-----------------------------|-----------------------------|
| Performance Measure To provide engineering services to our customers which receives a 90% positive customer rating from a customer satisfaction survey. | | 90% |
| To complete 100% of engineering projects on schedule. | | 100% |
| Resource Allocation | \$346,433 2.60 positions | \$334,612 2.60 positions |

Information Technology and Communications - Communications

Fund: 100

General Fund

Div: 370

POSITION AND SALARY SCHEDULE

| CLASS NUMBER | POSITION TITLE | POSITION YEARS CURRENT | PROPOSED | SALARIES AND WAGES PROPOSED |
|--------------------------------------|-----------------------|---------------------------|----------|--------------------------------|
| ----- | | | | |
| 370200 ADMINISTRATION PROGRAM | | | | |
| U/C | BUSINESS CENTER MGR | .19 | .11 | 12,278 |
| U/C | DEPARTMENT DIRECTOR | .50 | .50 | 46,964 |
| U/C | DEPUTY DIRECTOR | 1.00 | 1.00 | 74,773 |
| 1218 | ASSOC MGMT ANALYST | 1.00 | 1.00 | 46,800 |
| 1876 | EXECUTIVE SECRETARY | .19 | .11 | 4,111 |
| | O/T BUDGETED | | | 86 |
| | 370200 TOTAL | 2.88 | 2.72 | 185,012 |
| 370205 MAINT ELECTRONIC & COMM EQUIP | | | | |
| 1425 | SR COMM TECH SUPV | 1.00 | 1.00 | 59,794 |
| 1427 | COMM TECH SUPV | 4.00 | 4.00 | 205,724 |
| 1859 | SR COMMUNICATION TECH | 7.00 | 7.00 | 331,219 |
| 1426 | COMMUNICATIONS TECH | 23.00 | 23.00 | 1,018,762 |
| 1438 | EQUIP TECHNICIAN II | 2.00 | 2.00 | 68,482 |
| 1879 | SENIOR CLERK/TYPIST | .80 | .80 | 25,236 |
| 1436 | EQUIP TECHNICIAN I | 4.54 | 4.54 | 139,995 |
| 1648 | PAYROLL SPECIALIST II | .80 | .80 | 23,100 |
| 1104 | ACCOUNT CLERK | 1.00 | 1.00 | 27,513 |
| | O/T BUDGETED | | | 22,732 |
| | 370205 TOTAL | 44.14 | 44.14 | 1,922,557 |
| 370210 STATION 38 - COMMUNIC CENTER | | | | |
| 1767 | PUBLIC WKS DISP SPVR | 1.00 | 1.00 | 36,066 |
| 1766 | PUBLIC WORKS DISP | 7.25 | 7.25 | 224,750 |
| 1879 | SENIOR CLERK/TYPIST | .15 | .15 | 4,732 |
| 1648 | PAYROLL SPECIALIST II | .15 | .15 | 4,331 |
| | O/T BUDGETED | | | 18,592 |
| | 370210 TOTAL | 8.55 | 8.55 | 288,471 |
| 370215 COMM ENGR & SUPPORT SERVICES | | | | |
| 1346 | SR COMMUNICATION ENGR | 1.50 | 1.50 | 96,678 |
| 1219 | ASSOC COMMUN ENGR | 1.00 | 1.00 | 55,843 |
| 1879 | SENIOR CLERK/TYPIST | .05 | .05 | 1,577 |
| 1648 | PAYROLL SPECIALIST II | .05 | .05 | 1,444 |
| | 370215 TOTAL | 2.60 | 2.60 | 155,542 |
| 370 | TOTAL BUDGET | 58.17 | 58.01 | 2,551,582 |

Information Technology and Communications - Information Technology

Fund: 50064

Information Technology Internal Service Fund

Div: 085

DIVISION MISSION STATEMENT

To establish strategies, policies, and procedures for effective implementation of Citywide information and communication technologies to ensure the highest level of service to the public.

BUDGET SUMMARY

| | CURRENT 1996-97 | PROPOSED 1997-98 |
|---------------------------------------|--------------------|---------------------|
| | ----- | ----- |
| DIVISION STAFFING | | |
| STRATEGIC PLANNING | 1.85 | 2.85 |
| INFO SYSTEMS DEVELOP/SUPPORT | 5.65 | 5.65 |
| CABLE TELEVISION | 1.00 | 2.00 |
| MANAGEMENT & SUPPORT | 2.08 | 2.54 |
| | ----- | ----- |
| TOTAL | 10.58 | 13.04 |
| DIVISION EXPENDITURES | | |
| STRATEGIC PLANNING | \$ 124,908 | \$ 212,073 |
| INFO SYSTEMS DEVELOP/SUPPORT | 397,451 | 429,610 |
| CABLE TELEVISION | 71,942 | 525,591 |
| MANAGEMENT & SUPPORT | 146,838 | 187,749 |
| | ----- | ----- |
| TOTAL | \$ 741,139 | \$ 1,355,023 |
| DIVISION EXPENDITURES BY CLASS | | |
| PERSONNEL EXPENSE | \$ 685,293 | \$ 963,633 |
| NON-PERSONNEL EXPENSE | 55,846 | 391,390 |
| | ----- | ----- |
| TOTAL | \$ 741,139 | \$ 1,355,023 |

Information Technology and Communications - Information Technology

Fund: 50064

Information Technology Internal Service Fund

Div: 085

SUMMARY OF MAJOR BUDGET CHANGES

| | POSITIONS | | | COST |
|--|-----------|------|----|------------|
| | | | | |
| Personnel expense adjustments | -0- | + | \$ | 61,000 * |
| Cable Television Program implementation | + | 1.00 | + | \$ 450,000 |
| Year 2000 Compliance Project Manager | + | 1.00 | + | \$ 80,000 |
| Staffing for Regional Urban Information System | + | .50 | + | \$ 24,000 |
| Supplies and services | -0- | + | \$ | 4,000 |
| Business Center Manager allocation | - | .04 | - | \$ 4,000 |

* Adjustments to reflect the annualization of the FY 1997 salary increase, FY 1998 negotiated salary increases, average salaries, and fringe benefits.

Information Technology and Communications - Information Technology

Fund: 50064

Information Technology Internal Service Fund

Div: 085

DIVISION SUMMARY

Key Performance Measure

- To resolve 90% of Cable Television complaints within 24 hours.

Strategic Planning

This program provides for the establishment of clear direction and policy for the City regarding utilization of information technology. This includes the review and update of the Citywide Information Master Plan; the evaluation of technology, products, and their incorporation into City standards; the development of telecommunications and telecommuting policy; and the negotiation of service level agreements with the San Diego Data Processing Corporation.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|--|-----------------------------|-----------------------------|
| Performance Measure To establish clear direction and policy for Citywide hardware and software standards, telecommuting, and the City's Information Master Plan as measured by 90% satisfaction rating on an annual customer satisfaction survey. | | 90% |
| Resource Allocation | \$124,908 1.85 positions | \$212,073 2.85 positions |

Information Technology and Communications - Information Technology

Fund: 50064

Information Technology Internal Service Fund

Div: 085

DIVISION SUMMARY

Information Systems Development and Support

This program ensures the optimum level of support to City departments for Citywide systems and other training programs. This includes the coordination of development and use of Computer Aided Design and Drafting (CADD), Digital Equipment Company (DEC) All-in-One Applications, Geographic Information Systems (GIS), Training Information Management System (TIMS), Computer Assisted Project Management (CAPM), and public access technologies. In addition to the Citywide systems, this program provides support to programs shared by other departments. This program also provides for Project Management Academies, hardware and software training, specific Citywide application training, and Data System Coordinator training.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|--|-----------------------------|-----------------------------|
| Performance Measure To provide leadership and support to ensure the optimum level of services for Citywide systems and other training programs to City departments as measured by the number of trainings provided, customers served, and a 90% satisfaction rating on a customer survey. | | 90% |
| Resource Allocation | \$397,451 5.65 positions | \$429,610 5.65 positions |

Cable Television

This program provides for the negotiation and administration of cable television franchises including rate review analysis and public complaint handling. The program also includes contract administration for the City Council telecasting, the design and implementation of government access television programming including video coverage of the City Council meetings and other public meetings, community outreach programming, video archiving, internal video production services and emergency telecasting services.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|--|----------------------------|-----------------------------|
| Performance Measure To provide the City and its citizens high quality cable television regulation and rate review, customer complaint handling, video production services, and operation of a City Government Cable Channel as measured by an annual customer satisfaction survey with a 90% satisfaction rating. | | 90% |
| Resource Allocation | \$71,942 1.00 position | \$525,591 2.00 positions |

Information Technology and Communications - Information Technology

Fund: 50064

Information Technology Internal Service Fund

Div: 085

DIVISION SUMMARY

Management and Support

The program provides management direction and supervisory support to Information Technology staff. Additionally, this program provides for the development and administration of the division budget and management of Information Technology's office operations.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|--|-----------------------------|-----------------------------|
| Performance Measure To provide effective direction, administration, and support to the Information Technology Division as measured by a 90% customer service satisfaction rate. | | 2 days |
| To perform 100% of mailings on schedule to correct recipients. | | 100% |
| To distribute mail within three hours of receipt. | | 3 hours |
| Resource Allocation | \$146,838 2.08 positions | \$187,749 2.54 positions |

Information Technology and Communications - Information Technology

Fund: 50064 Information Technology Internal Service Fund Div: 085

POSITION AND SALARY SCHEDULE

| CLASS NUMBER | POSITION TITLE | POSITION YEARS CURRENT | PROPOSED | SALARIES AND WAGES PROPOSED |
|-------------------------------------|-----------------------|---------------------------|----------|--------------------------------|
| ----- | | | | |
| 085200 STRATEGIC PLANNING | | | | |
| U/C | MGMT ASST TO CITY MGR | | 1.00 | 62,503 |
| 1917 | SUPV MGMT ANALYST | .30 | .30 | 17,627 |
| 1106 | SR MGMT ANALYST | 1.55 | 1.55 | 80,943 |
| | 085200 TOTAL | 1.85 | 2.85 | 161,073 |
| 085205 INFO SYSTEMS DEVELOP/SUPPORT | | | | |
| U/C | RUIS COORDINATOR | 1.00 | 1.00 | 67,135 |
| 1752 | PROJECT OFFICER II | 1.00 | 1.00 | 64,180 |
| 1917 | SUPV MGMT ANALYST | .30 | .30 | 17,627 |
| 1106 | SR MGMT ANALYST | 1.35 | 1.35 | 70,498 |
| 1349 | SR DATA SYSTEMS COORD | 1.00 | 1.00 | 52,221 |
| 1348 | DATA SYSTEMS COORDNTR | 1.00 | 1.00 | 46,936 |
| | 085205 TOTAL | 5.65 | 5.65 | 318,597 |
| 085215 CABLE TELEVISION | | | | |
| U/C | MGMT ASST TO CITY MGR | 1.00 | 1.00 | 58,148 |
| 1489 | GRAPHIC DESIGN SUPV | | 1.00 | 43,095 |
| | TEMPORARY HELP | | | 62,867 |
| | 085215 TOTAL | 1.00 | 2.00 | 164,110 |
| 085235 MANAGEMENT & SUPPORT | | | | |
| U/C | BUSINESS CENTER MGR | .04 | .02 | 2,232 |
| U/C | DEPARTMENT DIRECTOR | .50 | .50 | 46,964 |
| 1917 | SUPV MGMT ANALYST | .40 | .40 | 23,503 |
| 1106 | SR MGMT ANALYST | .10 | .10 | 5,222 |
| 1876 | EXECUTIVE SECRETARY | .04 | .02 | 747 |
| 1107 | ADMIN AIDE II | | .50 | 18,456 |
| 1535 | CLERICAL ASST II | 1.00 | 1.00 | 25,879 |
| | 085235 TOTAL | 2.08 | 2.54 | 123,003 |
| | 085 TOTAL BUDGET | 10.58 | 13.04 | 766,783 |

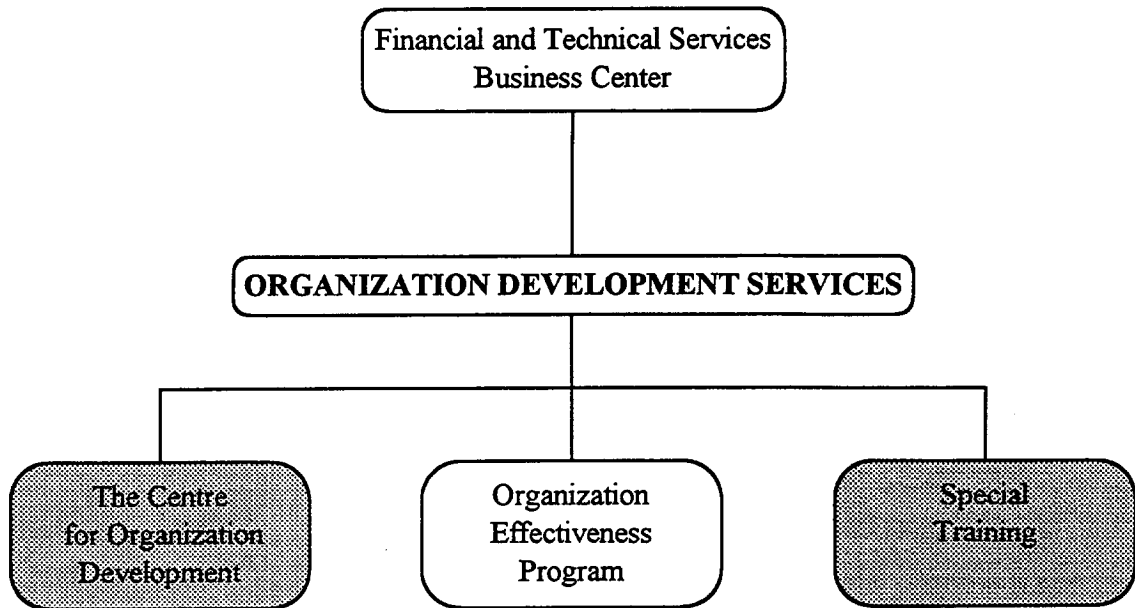
Information Technology and Communications - Information Technology

Fund: 50064 Information Technology Internal Service Fund Div: 085

REVENUE AND EXPENSE STATEMENT

| | <u>ACTUAL</u> <u>1994-95</u> | <u>ESTIMATED</u> <u>1995-96</u> | <u>PROPOSED</u> <u>1996-97</u> |
|--|---|--|---|
| REVENUE | | | |
| Fund Balance | \$ 145,063 | \$ 180,875 | \$ 180,875 |
| General Fund | 455,088 | 522,833 | 1,019,448 |
| Water Fund | 145,307 | 166,938 | 157,768 |
| Metropolitan Wastewater | 23,667 | 27,190 | 25,697 |
| Development Services | 24,668 | 28,340 | 26,784 |
| Financial & Technical | | | |
| Services Center | | | |
| Enterprise Funds | 3,134 | 3,600 | 3,403 |
| Facilities Financing | 727 | 835 | 789 |
| Transportation/Equipment | | | |
| Division Internal | | | 12,422 |
| Service Fund | 11,441 | 13,144 | |
| Park & Recreation | | | |
| Enterprise Funds | 523 | 601 | 568 |
| Retirement | 3,422 | 3,931 | 3,715 |
| Risk Management | 9,603 | 11,033 | 10,427 |
| Environmental Services | | | |
| Enterprise Funds | 9,316 | 10,703 | 10,115 |
| TransNet Fund | -- | 80,600 | 80,911 |
| Other | 2,741 | 3,149 | 2,976 |
| | <hr/> | <hr/> | <hr/> |
| Total Revenue | \$ 834,700 | \$ 1,053,772 | \$ 1,535,898 |
| EXPENSE | | | |
| Personnel | \$ 594,030 | \$ 817,051 | \$ 963,633 |
| Non-Personnel | 59,795 | 55,846 | 391,390 |
| | <hr/> | <hr/> | <hr/> |
| Total Expense | \$ 653,825 | \$ 872,897 | \$ 1,355,023 |
| RESERVE | \$ -- | \$ -- | \$ -- |
| BALANCE | <hr/> | <hr/> | <hr/> |
| Total Expense, Reserve, and Balance | \$ 834,700 | \$ 1,053,722 | \$ 1,535,898 |

Organization Development Services



MISSION STATEMENT

To provide state of the art organization development, consulting, resources, and training which assists City Departments to increase productivity, improve employee job satisfaction, enhance services to citizens and customers, and realize direct and indirect costs savings. Programs offered will increase City employees' effectiveness in current job assignments and prepare them for future management responsibilities and opportunities.

Organization Development Services - The Centre for Organization Effectiveness

Fund: 41700

Enterprise Fund

Div: 725

DIVISION MISSION STATEMENT

To raise the caliber of leadership in the region through innovative management programs, trainings, forums, and organization development intervention for public, non-profit, and private organizations. The Centre will create a broad network of consultants to deliver services in partnership with the City of San Diego and will provide a central location in downtown San Diego that includes training facilities, conference rooms, and video tapes and reference materials available for checkout.

BUDGET SUMMARY

| | CURRENT 1996-97 | PROPOSED 1997-98 |
|---------------------------------------|--------------------|---------------------|
| | ----- | ----- |
| DIVISION STAFFING | | |
| BUSINESS MANAGEMENT | .76 | .70 |
| ACADEMIES | .90 | .90 |
| ORG DEV/FACILITATION/TRAINING | .40 | .40 |
| | ----- | ----- |
| TOTAL | 2.06 | 2.00 |
| DIVISION EXPENDITURES | | |
| BUSINESS MANAGEMENT | \$ 107,818 | \$ 109,125 |
| ACADEMIES | 189,317 | 279,513 |
| ORG DEV/FACILITATION/TRAINING | 73,749 | 74,967 |
| | ----- | ----- |
| TOTAL | \$ 370,884 | \$ 463,605 |
| DIVISION EXPENDITURES BY CLASS | | |
| PERSONNEL EXPENSE | \$ 151,387 | \$ 156,796 |
| NON-PERSONNEL EXPENSE | 219,497 | 306,809 |
| | ----- | ----- |
| TOTAL | \$ 370,884 | \$ 463,605 |

Organization Development Services - The Centre for Organization Effectiveness

Fund: 41700

Enterprise Fund

Div: 725

SUMMARY OF MAJOR BUDGET CHANGES

| | POSITIONS | | COST |
|------------------------------------|-----------|------|----------|
| | | | |
| Personnel expense adjustment | -0- | + \$ | 11,000 * |
| Contractual Services for Academics | -0- | + \$ | 88,000 |
| Business Center Manager allocation | - .06 | - \$ | 6,000 |

* Adjustments to reflect the annualization of the FY 1997 salary increase, FY 1998 negotiated salary increases, average salaries, and fringe benefits.

Organization Development Services - The Centre for Organization Effectiveness

Fund: 41700

Enterprise Fund

Div: 725

DIVISION SUMMARY

Key Performance Measure

- To achieve a 90% participant satisfaction level for Academy programs.

Business Management

This section is responsible for providing an easily accessible Centre to both businesses and consultants by handling invoices, bills, materials preparation, and Centre administration in an effective and efficient manner. This section is also responsible for the marketing and public relations of The Centre through presentations, published articles, brochures, and business calls that produce Centre contracts.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|--|---------------------------|---------------------------|
| Performance Measure To exercise fiscally sound business management practices as part of an overall goal to increase Centre revenues by 25% over Fiscal Year 1997 budgeted levels, by expanding Centre services to include more businesses or repeat business. | | 25% increase |
| Resource Allocation | \$107,818 .76 position | \$109,125 .70 position |

Academies

This section provides Management and Diversity Academies to public, private, and non-profit organizations. Open enrollment sessions that are available to any business, and internal academies for specific organizations are conducted. Over 400 participants will be trained and educated in these academies. The goal is to develop a region-wide reputation for providing outstanding, cost-effective academies that improve how organizations are led and managed.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|--|---------------------------|---------------------------|
| Performance Measure To obtain a 10% increase in the net revenue realized from open enrollment sessions and internal organizational sessions, as a result of the development of a region-wide reputation for providing outstanding Management and Diversity Academies. | | 10% increase |
| Resource Allocation | \$189,317 .90 position | \$279,513 .90 position |

Organization Development Services - The Centre for Organization Effectiveness

Fund: 41700

Enterprise Fund

Div: 725

DIVISION SUMMARY

Organization Development, Facilitation, and Training

This section provides organization development, facilitation, and training services for public, private, and non-profit organizations. The goal is to increase the perception of The Centre as a one-stop shop for a variety of organization development and training expertise areas utilizing an as-needed list of local consultants. This section creates community forums, one and two-day presentations, and Centre series events, and responds to any and all requests for consulting or training assistance. The resource library and training facilities are included in this section.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|--|--------------------------|--------------------------|
| Performance Measure To obtain a 25% increase in the number of businesses utilizing The Centre more than one time. | | 25% increase |
| To broaden the use of the "as-needed" list of consultants by 10%, through increasing its perception as a one-stop shop for organization development, facilitation, and training. | | 10% increase |
| Resource Allocation | \$73,749 .40 position | \$74,967 .40 position |

POSITION AND SALARY SCHEDULE

| CLASS NUMBER | POSITION TITLE | POSITION YEARS CURRENT | PROPOSED | SALARIES AND WAGES PROPOSED |
|--------------------------------------|-----------------------|---------------------------|----------|--------------------------------|
| 725200 BUSINESS MANAGEMENT | | | | |
| U/C | DEPUTY CITY MANAGER | .03 | | |
| U/C | CENTRE DIRECTOR | .40 | .40 | 31,810 |
| U/C | ASSOC CENTRE DIRECTOR | .30 | .30 | 17,499 |
| 1876 | EXECUTIVE SECRETARY | .03 | | |
| | 725200 TOTAL | .76 | .70 | 49,309 |
| 725205 ACADEMIES | | | | |
| U/C | CENTRE DIRECTOR | .20 | .20 | 15,905 |
| U/C | ASSOC CENTRE DIRECTOR | .20 | .20 | 11,666 |
| 1746 | WORD PROCESSING OPER | .50 | .50 | 13,770 |
| | 725205 TOTAL | .90 | .90 | 41,341 |
| 725210 ORG/DEV/FACILITATION/TRAINING | | | | |
| U/C | CENTRE DIRECTOR | .40 | .40 | 31,810 |
| | 380210 TOTAL | .40 | .40 | 31,810 |
| | 380 TOTAL BUDGET | 2.06 | 2.00 | 122,460 |

DIVISION MISSION STATEMENT

To provide state of the art organization development and analytic consulting services, management development programs, and training that assist City departments to increase productivity, improve employee job satisfaction, enhance services to citizens and consumers, and realize direct and indirect cost savings.

BUDGET SUMMARY

| | CURRENT 1996-97 | PROPOSED 1997-98 |
|---------------------------------------|--------------------|---------------------|
| | ----- | ----- |
| DIVISION STAFFING | | |
| MANAGEMENT SERVICES | .60 | .54 |
| SERVICE REQUESTS | 3.20 | 3.20 |
| SYSTEM-WIDE CHANGE EFFORTS | 2.60 | 2.60 |
| FISCAL & CLIENT SERVICES | 1.10 | .60 |
| | ----- | ----- |
| TOTAL | 7.50 | 6.94 |
| DIVISION EXPENDITURES | | |
| MANAGEMENT SERVICES | \$ 59,330 | \$ 57,962 |
| SERVICE REQUESTS | 231,169 | 243,277 |
| SYSTEM-WIDE CHANGE EFFORTS | 183,195 | 191,527 |
| FISCAL & CLIENT SERVICES | 61,045 | 33,649 |
| | ----- | ----- |
| TOTAL | \$ 534,739 | \$ 526,415 |
| DIVISION EXPENDITURES BY CLASS | | |
| PERSONNEL EXPENSE | \$ 460,252 | \$ 450,978 |
| NON-PERSONNEL EXPENSE | 74,487 | 75,437 |
| | ----- | ----- |
| TOTAL | \$ 534,739 | \$ 526,415 |

SUMMARY OF MAJOR BUDGET CHANGES

| | POSITIONS | | COST | |
|---|------------------|---|-------------|----------|
| | | | | |
| Personnel expense adjustments | -0- | + | \$ | 26,000 * |
| Utility rate adjustment | -0- | + | \$ | 2,000 |
| Supplies and services | -0- | + | \$ | 1,000 |
| Reduction of staffing and support for Fiscal and Client Services | - .50 | - | \$ | 30,000 |
| Business Center Manager allocation | - .06 | - | \$ | 7,000 |

* Adjustments to reflect the annualization of the FY 1997 salary increase, FY 1998 negotiated salary increases, average salaries, and fringe benefits.

Div: 360

Div: 360

DIVISION SUMMARY

Fiscal and Client Services

The purpose of this section is to effectively develop, administer, and track fiscal resources of the program, and to provide client services to meet the program objectives. Accounting, budgeting, clerical, and logistical support to the program are also provided by this section.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|---|----------------------------|--------------------------|
| Performance Measure To process 100% of requests within negotiated deadlines. | | 100% |
| Resource Allocation | \$61,045 1.10 positions | \$33,649 .60 position |

Organization Development Services - Organization Effectiveness Program
Fund: 100 General Fund Div: 360

POSITION & SALARY SCHEDULE

| CLASS NUMBER | POSITION TITLE | POSITION CURRENT | YEARS PROPOSED | SALARIES AND WAGES PROPOSED |
|-----------------------------------|-----------------------|---------------------|-------------------|--------------------------------|
| ----- | | | | |
| 360200 MANAGEMENT SERVICES | | | | |
| U/C | DEPUTY CITY MANAGER | .05 | | |
| U/C | BUSINESS CENTER MGR | | .02 | 2,232 |
| U/C | ORG EFFECTIVE PGR MGR | .50 | .50 | 39,002 |
| 1876 | EXECUTIVE SECRETARY | .05 | .02 | 747 |
| | 360200 TOTAL | .60 | .54 | 41,982 |
| 360205 SERVICE REQUESTS | | | | |
| U/C | ORG EFFECTIVE PGR MGR | .30 | .30 | 23,402 |
| 1107 | ADMIN AIDE II | .10 | .10 | 3,691 |
| 1218 | ASSOC MGMT ANALYST | .25 | .25 | 11,700 |
| 1614 | ORG EFFECT SPEC II | 1.75 | 1.75 | 82,280 |
| 1615 | ORG EFFECT SUPV | .50 | .50 | 28,970 |
| 1746 | WORD PROCESSING OPER | .30 | .30 | 8,262 |
| | 360205 TOTAL | 3.20 | 3.20 | 158,305 |
| 360220 SYSTEM-WIDE CHANGE EFFORTS | | | | |
| U/C | ORG EFFECTIVE PGR MGR | .20 | .20 | 15,601 |
| 1107 | ADMIN AIDE II | .20 | .20 | 7,382 |
| 1218 | ASSOC MGMT ANALYST | .25 | .25 | 11,700 |
| 1614 | ORG EFFECT SPEC II | 1.25 | 1.25 | 58,771 |
| 1615 | ORG EFFECT SUPV | .50 | .50 | 28,971 |
| 1746 | WORD PROCESSING OPER | .20 | .20 | 5,508 |
| | 360220 TOTAL | 2.60 | 2.60 | 127,933 |
| 360225 FISCAL AND CLIENT SVCS | | | | |
| 1107 | ADMIN AIDE II | .10 | .10 | 3,691 |
| 1218 | ASSOC MGMT ANALYST | .50 | | |
| 1746 | WORD PROCESSING OPER | .50 | .50 | 13,770 |
| | 360225 TOTAL | 1.10 | .60 | 17,461 |
| 506 | TOTAL BUDGET | 7.50 | 6.94 | 345,681 |

Organization Development Services - Special Training

Fund: 50062

Special Training Internal Service Fund

Div: 086

DIVISION MISSION STATEMENT

To enhance the management, supervisory, and professional skills of City employees in order to increase their effectiveness in current job assignments, and prepare them for future management responsibilities and opportunities.

BUDGET SUMMARY

| | CURRENT 1996-97 | PROPOSED 1997-98 |
|---------------------------------------|--------------------|---------------------|
| | ----- | ----- |
| DIVISION STAFFING | | |
| TRAINING | 2.10 | 2.04 |
| DIVERSITY | 3.50 | 3.50 |
| | ----- | ----- |
| TOTAL | 5.60 | 5.54 |
| DIVISION EXPENDITURES | | |
| TRAINING | \$ 203,254 | \$ 212,570 |
| DIVERSITY | 473,027 | 470,196 |
| | ----- | ----- |
| TOTAL | \$ 676,281 | \$ 682,766 |
| DIVISION EXPENDITURES BY CLASS | | |
| PERSONNEL EXPENSE | \$ 280,460 | \$ 288,347 |
| NON-PERSONNEL EXPENSE | 395,821 | 394,419 |
| | ----- | ----- |
| TOTAL | \$ 676,281 | \$ 682,766 |

Organization Development Services - Special Training

Fund: 50062

Special Training Internal Service Fund

Div: 086

SUMMARY OF MAJOR BUDGET CHANGES

| | <u>POSITIONS</u> | | <u>COST</u> |
|------------------------------------|------------------|------|-------------|
| Personnel expense adjustments | -0- | + \$ | 14,000 * |
| Business Center Manager allocation | - .06 | - \$ | 7,000 |
| Utility rate adjustment | -0- | - \$ | 1,000 |

* Adjustments to reflect the annualization of the FY 1997 salary increase, FY 1998 negotiated salary increases, average salaries, and fringe benefits.

Organization Development Services - Special Training

Fund: 50062

Special Training Internal Service Fund

Div: 086

DIVISION SUMMARY

Key Performance Measures

- To conduct six Academy 2000 classes, two Project Management Academy classes, three Management Academy Classes, 11 Dimensions in Discipline classes, and twenty-two Inspiring Performance through Rewards and Recognition classes.

Training

Training includes the Management Academy, Academy 2000, Project Management Academy, Dimensions in Discipline, Inspiring Performance through Rewards and Recognition, Equipment Operator Training, New Employee Orientation, and the Supervisor's Effectiveness Home Study Course. The overall development, coordination, logistics, billing, accounting, recognition, and graduation components of these classes are also centered here. This training results in increased awareness and skill development of City employees.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|---|-----------------------------|-----------------------------|
| Performance Measure To obtain a 25% increase in participant knowledge as measured by pre- and post- assessments. | | 25% |
| To have 75% of participants rate their overall satisfaction level with at least a four on a six-point scale. | | 75% |
| Resource Allocation | \$203,254 2.10 positions | \$212,570 2.04 positions |

Organization Development Services - Special Training

Fund: 50062

Special Training Internal Service Fund

Div: 086

DIVISION SUMMARY

Diversity

The goal of the City's Diversity Commitment is to fully integrate the City's Norms and Values into all daily operations, implement inclusive policies and procedures, expand Diversity educational opportunities for all City employees, and foster a high performing workforce that is representative of the community we serve.

| Program Summary | FY 1997 Current | FY 1998 Proposed |
|---|-----------------------------|-----------------------------|
| Performance Measure To provide education to 5,500 employees and increase their knowledge of diversity concepts as measured by the Diversity Knowledge Indexes. | | 5,500 employees |
| To implement three new Citywide policies/procedures and practices. | | 3 |
| To implement 17 inclusive departmental policies/procedures and practices. | | 17 |
| Resource Allocation | \$473,027 3.50 positions | \$470,196 3.50 positions |

Organization Development Services - Special Training

Fund: 50062

Special Training Internal Service Fund

Div: 086

POSITION & SALARY SCHEDULE

| CLASS NUMBER | POSITION TITLE | POSITION CURRENT | YEARS PROPOSED | SALARIES AND WAGES PROPOSED |
|------------------|----------------------|---------------------|-------------------|--------------------------------|
| ----- | | | | |
| 086205 TRAINING | | | | |
| U/C | DEPUTY CITY MANAGER | .05 | | |
| U/C | BUSINESS CENTER MGR | | .02 | 2,232 |
| 1614 | ORG EFFECT SPEC II | 1.00 | 1.00 | 47,017 |
| 1876 | EXECUTIVE SECRETARY | .05 | .02 | 747 |
| 1746 | WORD PROCESSING OPER | 1.00 | 1.00 | 27,540 |
| | 086205 TOTAL | 2.10 | 2.04 | 77,536 |
| 506200 DIVERSITY | | | | |
| 1615 | ORG EFFECT SUPV | 1.00 | 1.00 | 57,940 |
| 1218 | ASSOC MGMT ANALYST | 1.00 | 1.00 | 46,800 |
| 1535 | CLERICAL ASST II | 1.50 | 1.50 | 38,819 |
| | 506200 TOTAL | 3.50 | 3.50 | 143,559 |
| | 506 TOTAL BUDGET | 5.60 | 5.54 | 221,095 |